

Law Enforcement News

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EDP's: tens of thousands of powder-kegs

Police alter procedures to handle deinstitutionalized mentally ill

By Jennifer Nialow

Fear takes many forms in policing, but one of the most fear-inducing calls a police officer is likely to respond to is the one involving an emotionally disturbed person (EDP) acting in a manner harmful or threatening to himself and others.

In such situations, officers often do not know whether they will be confronting a seemingly sane, seemingly lucid person with a cache of knives hidden under his clothes or a ranting, uncontrollable maniac who is going to come charging at them as soon as the door is opened.

While it is usually the patrol officer who is the first responder — and the first to assess the peril of the situation — most larger police departments around the country depend on specially trained squads of carefully selected officers, often SWAT teams, to take care of the situation effectively with as little injury as possible.

In the past few years, however, as a result of a number of tragic events involving EDP's and an enormous increase in the number of disturbed people loose on the streets as a result of deinstitutionalization, some departments have been forced to increase and intensify the training these specialized squads receive in handling the mentally disabled.

Breakdown in Services

Since the early 1970's, the mental health community has moved toward releasing patients from institutions and placing them under the supervision of community care facilities. Working strictly on an out-patient basis, the community mental health centers provide counseling, employment training, housing assistance and medical care.

But the provision of out-patient

emergency services is one facet of community mental health care that has not been developed, according to Gerard Murphy, a research associate with the Police Executive Research Forum.

"A lot of people say that deinstitutionalization has been a failure," Murphy told LEN. "I don't know if I would say that, but I would say that community care, which was supposed to follow deinstitutionalization, has been a failure. There just aren't those types of community resources available that would be taking the burden off police departments."

Regardless of where the blame lies, however, the fact remains that tens of thousands of people, many of whom have severe psychological and emotional problems, have been put back on the street by mental institutions.

More EDP's than Ever

"If you look at the numbers, we have more mentally disturbed people in the community than we ever had in the history of the United States," observed Lieut. Alfred Baker of the New York Police Department's Emergency Service Unit. "The potential for meeting an emotionally disturbed person is greater than it ever was."

And in Cincinnati, according to Capt. Dale Menkhaus, a local state mental hospital that used to have 4,000 patients now has 400. "Those people didn't just disappear," Menkhaus told Law Enforcement News. "They are now in group homes or in the general public on medication."

Compounding the problem police face from deinstitutionalized mentally-ill persons is the bizarre behavior that may be exhibited by abusers of alcohol or drugs.

Deinstitutionalization and substance abuse go hand in hand, said Lieutenant Baker. Often EDP's who are released into the community are dependent on prescribed medication. When too much or too little of that medication is taken, or it is mixed with another drug or alcohol, a violent incident may occur. "I would say in 80 to 90 percent of the incidents involving violent people there is some sort of alcohol or substance abuse in the picture," said Baker.

Emotionally disturbed persons may also prove to be "impervious to pain," said Captain Menkhaus. "Any offensive action we take might not work."

In one case he recalled, tear gas was thrown into a closed building in which an EDP had barricaded himself. After two hours, officers put on gas masks and went in to try to apprehend the man. "He threw us around like rag dolls," said Menkhaus. "He pulled the masks off our people and they'd go down instantly. He seemed to have superhuman strength and determination."

Catalysts for Change

While the deinstitutionalization of mental patients has added to the problems police face regularly, it was a number of deaths of disturbed persons during confrontations with police that served as catalysts for changes in training and, in some cases, for the development of entire police units.

In 1984, an officer with the NYPD's Emergency Service Unit shot and killed an elderly, disturbed black woman, Eleanor Bumpurs, during a botched eviction to which police had been called. The white officer was indicted for manslaughter and subsequently acquitted, but the incident touched off a wave of racial

animosity and threw into question the training ESU officers were given in handling EDP's.

Similar incidents in Los Angeles and Cincinnati prompted police in those cities to improve training and response procedures.

According to Det. Walter Decuir, head of the Los Angeles Police Department's Mental Evaluation Unit, the department was involved in two incidents in 1984 which led to the development of the MEU, which is generally viewed by experts as a first-rate, trailblazing unit.

One incident involved a group of school children who, along with a number of others, were killed by a mentally disturbed person. In the other incident, the department's SWAT team had to kill a man who had barricaded himself in his house and was shooting at people.

'Big, Mean & Dangerous'

Cincinnati's Captain Menkhaus said his department is in the midst of a thorough re-examination and overhaul after an incident in February, in which two patrol officers responded to a call from a family member of a mental patient who refused to return to the hospital when his three-hour pass ran out. The patient, said Menkhaus, was described as "big, mean and dangerous."

While the incident was initially a barricade situation, Menkhaus said, the patient suddenly opened the door and lunged at the officers with two butcher knives. The officers tried to calm him down and even used an electronic stun gun, which Menkhaus said "only slowed him down for a minute."

The officers ultimately resorted to firearms, and the EDP was shot 18 times before he stopped

charging at the police. The entire episode lasted 15 minutes, and the mental patient died in the hospital about five hours later.

Public opinion in all three cases was generally negative. "They felt we hadn't handled it properly," said Menkhaus, "that we should not have resorted to firearms. We should have used some other means including just talking to individual."

Said the NYPD's Lieutenant Baker: "When a police department has a had experience like we did with Bumpurs, that police department suddenly becomes concerned and says, 'Hey, what can I do to tighten up my act?' It's then that they turn to this type of training."

Broad-Based ESU Training

The NYPD embarked on an ambitious, one-week training course in conjunction with the New York City Department of Mental Health and John Jay College of Criminal Justice.

Emergency Service officers are given 30 hours of training in dealing with EDP's. "The training involves a whole curriculum," said the program's director, Prof. Raymond Pitt. "It starts out with an introduction to ways of communicating, negotiating and mediating." Instructors then discuss the wide variety of disturbances individuals may have while under stress, psychotic behavior, emotional disorders and drug-addiction reactions which can simulate emotional disturbances.

"The whole purpose of our training is that stress and problems that individuals may have — mental disorders — are going to affect the way they relate to the world," said Pitt.

The training program also in-

Continued on Page 6

Florida eyes ban on gun-permit waiting periods

With the memory of a shopping mall massacre in Palm Bay, Fla., still fresh in the minds of local residents, two bills that would nullify many local controls over concealed weapons were signed into law on May 12 by Gov. Bob Martinez.

Although the tragedy at Palm Bay has wrought an emotional response from lawmakers who oppose the bills, the head of the Florida Department of Law Enforcement maintains that all the gun laws in existence could not have prevented the incident, or future incidents of that nature. "The man had a mini-14 semi-automatic weapon, which is not

regulated or licensed, he had a shotgun which is not regulated or licensed and he had a handgun which is not regulated or licensed unless he was carrying it concealed on his person," said Commissioner Robert Dempsey.

On April 23, William Cruse of Palm Bay opened fire at a Publix supermarket and continued shooting as he made his way across the street to a Winn Dixie supermarket.

Before being arrested seven and a half hours later, Cruse killed six people, including two police officers, and wounded 14 others, two of them critically.

Willis D. Boothe, the executive

director of the Florida Chiefs of Police Association, who worked with legislators on the bills, concurred with Dempsey's assessment, as did the National Rifle Association.

"The incident isn't relative to the legislation down there," said NRA spokesman David Warner. "There are no regulations on long guns. At least one of the guns that the fellow bought he did not buy in Florida and any legislation you want to propose short of a ban and confiscation of firearms wouldn't have affected this situation at all."

The shooting spree occurred two days after the bills passed the

House of Representatives by votes of 88-to-30 and 81-to-34. One bill is expected to nullify more than 400 local gun-control ordinances by setting up a uniform statewide policy on handgun ownership. Under the law, a person with no criminal record would have to pass a gun safety course, pay a \$125 fee and state a need for carrying a weapon.

The second bill removes the power to issue concealed-weapon permits from county governments and vests it in Florida's Department of State. Counties would be permitted to require a 48-hour waiting period for the sale of handguns if a majority of

county commissioners approve such a measure.

At present, Dempsey said, only "three or four" counties mandate a waiting period.

"In the case of this guy who did all the shooting," said Dempsey, "he could have gone almost anywhere and gotten that gun. However, he had the guns for weeks, the waiting period wouldn't have mattered."

Emotions, however, are running very high, said Dempsey. "It makes people wonder about gun laws." Unless gun laws are completely restrictive on a nationwide basis, he said, "you cannot have too much effect."

Around the Nation



Northeast



MASSACHUSETTS — Five current or former police officers and a former state legislative aide were convicted earlier this month on Federal racketeering charges in connection with a conspiracy to steal and distribute entrance and promotional tests for several police departments in the Boston area. A seventh defendant was acquitted. Sentencing in the case, which is described as one of the most far-reaching police corruption scandals in Boston's recent history, was set for June 12.

PENNSYLVANIA — Nicodemo Scarfo, 58, the reputed head of organized crime in Philadelphia and southern New Jersey, was convicted earlier this month in Federal District Court on charges of trying to extort \$1 million from a local developer.

A House committee has rejected a proposed increase in the speed limit to 65 m.p.h.

Traffic accidents in the state claimed the lives of 1,928 people in 1986, the most in five years. Officials cited speeding and drunken driving as key factors.

Southeast



FLORIDA — Without offering reasons, Tampa Police Chief Donald W. Newberger resigned unexpectedly May 5. The Tampa Police Department has been under criticism for the deaths of four black men after confrontations with white police officers in separate incidents. Newberger, 46, has been with the force for 24 years, the last two as chief. He

was succeeded on May 22 by Assistant Chief Austin C. McLane.

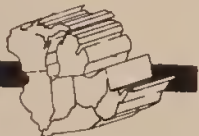
Carlos Lehder Rivas, accused of running a Colombian cartel responsible for supplying 80 percent of the cocaine smuggled into the United States, has offered to cooperate with U.S. authorities. Lehder reportedly made the offer in a letter to Vice President Bush. U.S. Attorney Robert Merkle, who is handling the Lehder case, dismissed the offer as "another attempt by Lehder to manipulate the system."

LOUISIANA — Major crime in New Orleans dropped by 5 percent during the first three months of this year compared with the same period in 1986, according to police figures. It marked the first recorded decrease in crime for any three-month period since 1985. Police Superintendent Warren Woodfork said much of the credit for the decrease goes to the city's funding of a temporary task force of officers who worked overtime on stakeouts and other special assignments for a weeks late last year and early this year.

MISSISSIPPI — Meridian Police Chief Jerry Marlow retired May 15. He was replaced by Maj. Walter Tucker, chief investigator for the state Highway Patrol.

TENNESSEE — The State Senate has given final approval to a bill raising the speed limit on rural Interstates to 65 m.p.h. Gov. Ned McWherter is expected to sign the bill.

Midwest



ILLINOIS — The first day after the state's new 65-m.p.h. speed limit went into effect, state troopers issued 355 tickets for violations of the new higher limit, and cited 766 other drivers for

speeding in 55-m.p.h. zones. The total of 1,121 tickets was more than double the 540 speeding citations issued on the first Friday of May in 1986.

The town of Flora, population 5,400, has produced a rap music video entitled "Is We Is" to persuade Gov. James Thompson to build a 750-bed, medium-security prison there. With unemployment in the town running at 20 percent, officials estimated that the prison could provide 400 jobs and a \$10-million payroll. The video includes the refrain: "Is we is or is we isn't, Gonna get ourselves a prison?"

INDIANA — Gov. Robert Orr has signed legislation allowing courts to consider whether a murder victim was younger than 12 or older than 65 when deciding on a death sentence. The bill takes effect Sept. 1.

KENTUCKY — Jeffersonton police officer John Rucker was indicted last month on second-degree manslaughter charges in the death of 24-year-old Jeffrey Miles, who lived at the house formerly occupied by a drug dealer. Rucker, who was trying to serve a warrant, says his gun discharged during a scuffle.

MICHIGAN — The House Transportation Committee has approved increasing the speed limit on rural Interstates to 65 m.p.h., but deleted a ban on radar-detection gear. Gov. James Blanchard says he won't sign the bill without the radar-detector ban.

Ritchie T. Davis, 50, has been named head of the State Police, replacing Col. Gerald Hough, who retired after 30 years with the state force and 10 years as its director.

A three-member arbitration panel has awarded Detroit's 4,000 police officers pay raises totaling 13 percent over three years. The city offered 11 percent.

WISCONSIN — A newly-formed association, the American Society of Law Enforcement Trainers, has set up headquarters in Trevor. The organization plans to hold its first international training seminar in New Orleans from Jan. 7-11, 1988.

Plains States



IOWA — A 17-year-old Law Enforcement Explorer was shot and killed April 25 by a man who was upset with the police and apparently mistook her for a police officer. Sheryl Horak was shot in the head at about 3 A.M. while sitting alone in a patrol car outside police headquarters in Bettendorf. She was on routine patrol with an officer who had gone into the building on an errand. Her assailant was later found dead of self-inflicted wounds at his home. Horak was buried with police honors.

MISSOURI — F. Glenn Miller Jr., a fugitive white supremacist who allegedly threatened a war against blacks, Jews and the Federal Government, was captured at a mobile home in Ozark on April 30. Miller, 46, the former leader of the White Patriot Party, was convicted in North Carolina last year of operating a paramilitary training camp and was freed on bond pending appeal. He was charged in a warrant with violating the conditions of his bond and was listed as a fugitive.

NEBRASKA — Norfolk Police Chief Jim Brenneman retired on May 1 to take a job in the city's Planning Department. Eighty-three people have applied for the chief's job, which is being held on an acting basis by Capt. Leon C. Chapman.

Southwest



NEW MEXICO — Catron County Sheriff Vernon Mullin has sent ripples of concern through his jurisdiction with his announcement that he will start enforcing a 1963 state law that makes it illegal for unwed couples to live together. Mullin, 62, a flamboyant character who served 28 years with the New Mexico State Police, said he wants unwed couples to either get married, split up or leave the county.

State Police Chief Maurice Payne, 53, will end his 29-year career on July 31, one month after several state law enforcement agencies are due to be consolidated into a new Department of Public Safety.

TEXAS — A delegation of black community leaders has protested the recent demotion of James Robinson from assistant police chief to captain during a reorganization of the San Antonio Police Department by its new chief, William O. Gibson. The civic leaders told the City Council that the demotion of Robinson, the highest-ranking black in the police department, demonstrates a bias and a lack of commitment to affirmative action.

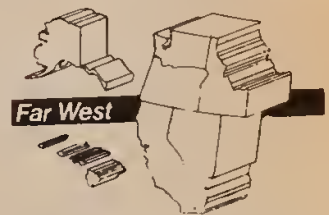
Cattle rustling is making a comeback in the state, according to the Texas and Southwestern Cattle Raisers Association. While no overall figures on livestock thefts are available, a spokesman for the association cited a sharp increase in stolen livestock that has been recovered as evidence of the resurgence of rustling.

Edward L. Young 3d, 43, was given 10 years probation and fined \$5,000 for stealing a pair of pistols belonging to Clayton Moore. Moore, better known as the Lone Ranger, was victimized on Christmas Eve 1986. (For background, see "People & Places," LEN, Feb. 10, 1987.)

Gov. Bill Clements has signed a proclamation raising the speed limit on rural Interstates to 65 m.p.h.

UTAH — The state prison system has halted an early-release program after the Utah Sheriffs' Association complained that some inmates being released still posed a threat to society. The state will use available space in county jails to ease overcrowding.

Far West



NEVADA — An Assembly committee has approved a bill that would set 15-year prison terms for prostitutes who rob their customers after knocking them out with drugs.

OREGON — A House committee has approved legislation raising the speed limit on rural Interstate highways to 65 m.p.h., while increasing speeding fines. Trucks would continue to be limited to 55 m.p.h.

WASHINGTON — The governor has signed a bill authorizing the installation of ignition-interlock devices in the cars of chronic alcohol abusers. The devices prevent the cars from starting unless the driver first passes a breath test.

The State Transportation Commission last month approved a 65-m.p.h. speed limit for 512 miles of rural Interstates. The signs went up April 27.

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NYPD gets OK to hire nearly 2,000 more cops

Rookie class would be 11th-largest U.S. police force

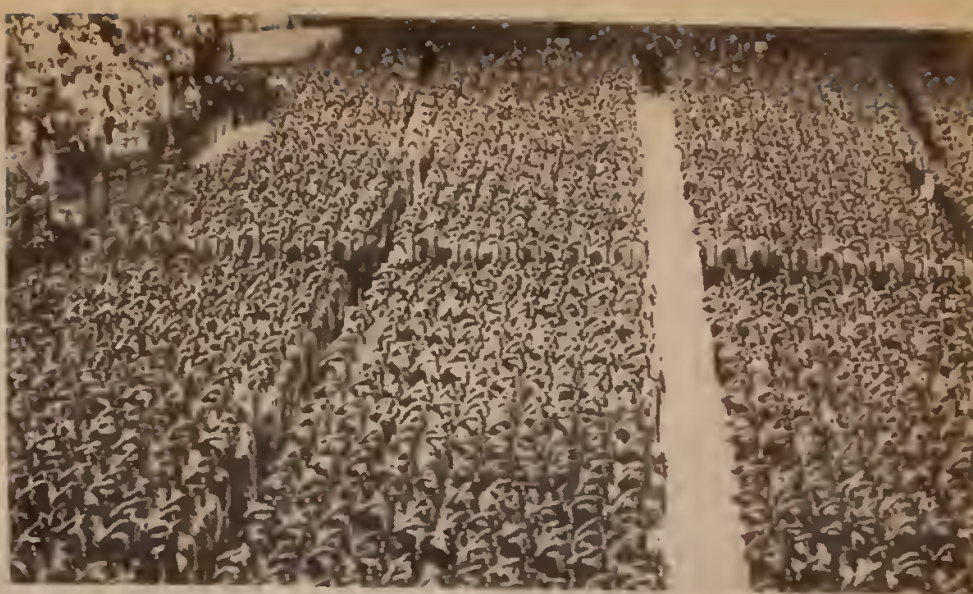
The New York City Police Department, already the largest force in the country, will grow by 1,931 new officers in 1988, making the department's new recruit class larger than all but the 10 largest municipal police agencies in the country.

Mayor Edward I. Koch said that by June 1988 the department will grow from 26,828

sworn officers to 30,600. Since he took office in 1978, Koch has been promising to increase the department's personnel strength to the level it enjoyed prior to the city's fiscal crisis of the mid-1970's, when thousands of officers were laid off.

The number of recruits entering the force during the next calendar year will total more than the entire police departments in such cities as Seattle, with 1,071 sworn personnel, Honolulu, with 1,626 officers; San Diego, with 1,500 officers, and Pittsburgh, with 1,128 sworn officers.

The money for the expansion was made possible by higher corporate tax revenues, said Mayor Koch. Koch and Police Commissioner Benjamin Ward had agreed to increasing the force by 1,000 officers, but the city's improved fiscal picture and new Federal tax laws paved the way



A recent NYPD graduating class fills the floor area of New York's Madison Square Garden.

for the extra 931 recruits. The estimated cost of the increase has been estimated at \$21.2 million between July 1987 and June 1988 and \$88.2 million between July 1988 and June 1989.

Eight hundred recruits will enter the police academy in January and 1,131 more will follow in June. Moreover, 2,000 additional recruits will be joining the department because of attrition.

Police Commissioner Benjamin Ward said he was "very pleased and surprised" by Koch's announcement of additional police personnel. "Are you going to feel a little safer?" Ward asked at the Mayor's press conference. "I think so."

For stranger-to-stranger crime, robbery is the tops

Robbery victims, unlike victims of other crimes, generally do not know their attackers or know them by face only, according to a report from the Bureau of Justice Statistics.

Robbery differs from other violent crimes in several ways, according to the study. "Robbery victims were much more likely than rape or assault victims to face two or more offenders," the report said. Moreover, while victims of other violent crimes are victimized by strangers in only about 50 percent of all cases, robbery victims usually do not know their assailants.

The report found that 90 percent of all robbers were male and 50 percent of the robbers were blacks. Blacks were also found to bear a disproportionate share of robbery victimizations. Researchers found that during the 12-year period from 1973 to 1984, the annual rate of victimization was 5.9 per 1,000 persons for whites and 14.2 per 1,000 for blacks. The robbery rate was 9.3 per 1,000 for males and 4.6 per 1,000 for females.

Of the 1.2 million people robbed annually between 1973 and 1984, the study said two-thirds lost money or property, one-third were injured and one-fourth suffered both injury and property loss.

"Robbery ranks among the most serious and feared criminal offenses because it involves both threatened or actual violence and loss of property to the victim," said Dr. Steven R. Schlesinger, the director of BJS.

The study found that in 44 percent of the robberies, the victim lost \$50 or less; in 10 percent, the victim lost \$800 or more. Most of the incidents occurred at night and on the street. About 12 percent occurred in homes where the offender had the right to be present, as in the case of guests, relatives or repairmen.

Robbery rates, said the study, declined by 15 percent during the 12-year period because of a decrease in the number of attempted robberies. The rate of completed robberies, it said, remained about the same.

Customs Service eyes super sniffer for drugs

Move over, Rover. You may be in danger of losing your job in the drug-detection to a machine.

Thermedics Inc., a biomedical technology firm in Massachusetts, is in the process of developing a device that would be 1,000 times as sensitive as the canine nose when it comes to sniffing out narcotics.

While details of the technology involved are being kept confidential, the company's vice president of technology, Dr. David Fine, said that if the device works, it will be able to detect heroin and cocaine anywhere inside the cargo holds of ships and planes no matter how heavily and securely the drugs are packaged. The equipment is said to work by detecting minute traces of fumes

emanating from the drugs.

Even the best and most experienced drug-sniffing canines must usually be within two feet of any narcotics to detect them.

The U.S. Customs Service recently awarded Thermedics a preliminary \$90,000 contract to "demonstrate that the technology is viable and can be used for drugs." Fine said the equipment is an outgrowth of the work Thermedics did for the State Department and the Federal Aviation Administration in developing devices to detect explosives.

Prior to its involvement in drug and bomb detection, Thermedics was engaged primarily in the development of such biomedical technology as artificial hearts.

Federal File

A roundup of criminal justice-related activities within the Federal Government.

Federal Bureau of Investigation

★ Former Pennsylvania Gov. Dick Thornburgh has joined the list of candidates who have turned down an offer to become Director of the FBI. Thornburgh, who was said to have been the Reagan Administration's first choice among five top candidates for the job, said through a spokesman for his Pittsburgh law firm that he plans to continue practicing law. In June Thornburgh is due to become director of the Institute of Politics at Harvard University's Kennedy School of Government. Others who have declined to be considered for the FBI post include Supreme Court Justice Byron R. White — whose acceptance would have given President Reagan another Court vacancy to fill — U.S. Attorney Rudolph Giuliani, Associate Attorney General Stephen S. Trott and Federal Judge D. Lowell Jensen.

Department of Justice

★ Associate Attorney General Stephen S. Trott, the number-three official at the Justice Department, is said to be in line for a nomination to a Federal judgeship in San Francisco, according to Administration sources cited by the Washington Post. Trott, a career prosecutor who previously served as U.S. Attorney in Los Angeles, has been touted as a candidate to head the FBI (see above item), but he asked not to be considered for the job, saying he has grown tired of the partisan politics in Washington. If nominated and confirmed for the judgeship, Trott would be following in the footsteps of D. Lowell Jensen, who was also a top Justice Department official before becoming



a Federal judge in San Francisco last year.

William C. Hendricks 3d was appointed last month to head the Fraud Section in the Justice Department's Criminal Division. Hendricks, 42, who was deputy chief of the Public Integrity Section, replaces Robert W. Ogren, who resigned in February to become a partner in a Washington law firm. While with the Public Integrity Section, Hendricks oversaw major prosecutions that included former CIA operative Edwin Wilson on charges of international arms dealing, former Environmental Protection Agency Rita Lavelle on perjury charges and former U.S. District Judge Harry Claiborne on charges of income tax evasion and bribery.

U.S. Supreme Court

★ The Supreme Court ruled last month that the rights of an accused killer were not violated by the police when a conversation between him and his wife was monitored and recorded in jail. His statements were subsequently used to prove that he was sane at the time he killed his seven-year-old son. By a 5-4 margin, the Court ruled that the recording of the defendant's conversation was not the "functional equivalent" of interrogation. Writing for the majority, Justice Lewis F. Powell Jr. noted that police had asked no questions after the defendant had asked for a lawyer and had set up the meeting between the defendant and his wife only at her request, not "for the purpose of eliciting incriminating statements." The ruling reinstated the murder conviction and death sentence of William C. Mauro of Flagstaff, Ariz., who told police he had killed his son because the boy was possessed by the devil.

People and Places

50 years young

While residents of Anderson, Calif., may be used to seeing Deputy Constable Ed Niederberger tooling around town in his 1936 Dodge, the uninitiated may be inclined to shake their heads in disbelief at what looks like a scene from an old Hollywood whodunit.

Niederberger, an avid car enthusiast, bought the vintage sedan at a swap meet and lovingly restored the vehicle with the help of two friends. The only part of the car that has not been replaced, he said, is its classic chassis.

"I've always had an interest in cars," said Niederberger. "I just enjoy doing it." The car's restoration cost about \$10,000, most of which went for materials. There were no labor costs, said Niederberger, since he did all the actual work on the car with his friends, one an auto body shop owner and the other an upholsterer.

Niederberger, who uses the car socially as well as on the job, says the enjoyment comes from more than just the novelty of driving around in a classic car. The '36 Dodge, he says, is also one of "the best public relations tools I've seen in law enforcement."

"There is no barrier between law enforcement and the public with this vehicle. Everyone from 2 to 92, no matter what walk of life — even guys I have arrested — are appreciative of it."

As a deputy constable, Niederberger is a court officer with full peace officer powers. "We probably have more power in one area than mainstream law enforcement officers," he said, "which is being officers of the court. We are empowered to accept bail in the field from an individual who has an outstanding warrant."

The vintage car has helped Niederberger make the most of Shasta County's fee system whereby constables augment their low base salary by delivering court documents with their own cars. And his vehicle, he said "is a ball to drive."

The car, which awed the state officials who inspected it, passed all the requirements of the vehicle code as well as those of the California administration code. "I was able to have it inspected by the California Highway Patrol and certified as an authorized emergency vehicle," Niederberger said. Some modifications were necessary to achieve compliance with vehicle and law en-



Anderson, Calif., Deputy Constable Ed Niederberger and 1936 Dodge D2 touring sedan, the oldest working police vehicle in the nation. Unlike the car, the old Anderson Jail seen in the background is no longer in service.

forcement codes: an electronic siren was installed to replace the old crank-driven "growler" siren that is now banned in California; the electrical system was converted to a negative-grounded 12 volts; the shocks were updated, and mandatory turn signals and seat belts were installed.

Niederberger, who bought the car when it already had 130,000 miles on the odometer, expects the Dodge to last at least another 50 years. The four-door D2 touring sedan has the original 85 horsepower, 218-cubic-inch flathead-6 engine. Parts, Niederberger said, are still available over-the-counter at parts houses. "Chrysler still makes that motor for industrial pumps," he said.

"When you redo a vehicle to this extent," he said, "you're building a new car. If it keeps going the way it is, the way we take care of it, I don't see why the car couldn't keep going a hundred years."

Filling a Port hole

The Florida city of Port St. Lucie reached out across the peninsula last month to choose St. Petersburg Lieut. R. Gil Kerlikowske as police chief, following the resolution of a protracted legal battle that had prevented the municipality from hiring anyone permanently for

the police department's top job.

Port St. Lucie has been without an appointed police chief since last August, Kerlikowske said, when Chief O. H. Schlesselman was fired. An acting chief had been running the department since then, but a lawsuit filed by Schlesselman in January, in which he sought reinstatement, among other things, further delayed matters. That is, until April 13, when Kerlikowske rode into town.

Kerlikowske, the former commander of the criminal investigation division in St. Petersburg, brings with him a strong commit-



Chief Kerlikowske

ment to agency accreditation — perhaps not surprisingly, since St. Petersburg was one of the first agencies in the country to be certified by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

"We have just set some goals and objectives that we would like to accomplish in the next fiscal year and we're trying to tie those into the budget," he said. One of those goals, he noted, "would be to work very diligently towards the accreditation process."

In addition, he is looking over the possibility of engaging in a joint drug abuse education program with the elementary schools in Port St. Lucie.

Port St. Lucie, a rapidly-

growing coastal city nestled up against the Atlantic Ocean, is one of the largest in the state in terms of square miles, Kerlikowske said. "It has all the potential to grow to be one of the largest police departments in the state in a very short period of time."

Currently, the department has some 58 employees, including 42 sworn officers. "We'll be playing some catch-up in manpower and personnel," he said.

During his 14-year career in Florida law enforcement, Kerlikowske spent a year as a visiting fellow with the National Institute of Justice (NIJ), where he served as an adviser to NIJ director James K. Stewart. As part of that fellowship, Kerlikowske spent a great deal of time in Newport News, Va., studying problem-oriented policing, and in Michigan observing foot-patrol projects. "I was very fortunate," he said. "You don't always get that kind of an opportunity in law enforcement."

Motley crew

The U.S. Marshals Service, an organization with a checkered and colorful past, has recruited an appropriately diverse and colorful array of prominent figures to serve as the board of directors for the new U.S. Marshals Foundation.

Since February, when the establishment of the nonprofit organization was announced, several actors, politicians and academicians, among others, have joined the board.

The board includes the most widely known "Marshal" ever in the person of actor James Arness, who is best known as Marshal Matt Dillon of the long-running TV program "Gunsmoke. And, in further deference to the mystique of the Hollywood western, the board will also include Gene

Autry, the one-time singing cowboy who wrote and sang "Rudolph the Red-Nosed Reindeer" and now owns the California Angels baseball team and several radio and TV stations.

The legal profession will be represented by former U.S. Attorneys General William French Smith, who served for five years under President Reagan, and Nicholas deB. Katzenbach, who served during the civil rights era under President Johnson.

Also on the board will be John Bianchi, founder of Bianchi International, the world's largest manufacturer of holsters and other leather goods for police.

The world of academia will also have a voice on the foundation's board through Drs. Gerald W. Lynch and James Q. Wilson. Lynch, president of John Jay College of Criminal Justice, has been an adviser on criminal justice matters to New York Governors Hugh Carey and Mario M. Cuomo. Wilson, who is Collins Professor of Management at the University of California at Los Angeles Graduate School of Management, is a long-time scholar of American politics, bureaucracy and government regulation. His writings have had a major impact on law enforcement.

The board also includes Barney Klinger, the chief executive officer of Applied Companies, a manufacturer of military and aerospace equipment. Also on the board will be J. W. Marriott, president of the Marriott International hotel chain, Federal District Judge Constance Baker Motley and Gov. James Thompson of Illinois.

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What They Are Saying

"We have more mentally disturbed people in the community than we ever had in the history of the United States."

Lieut. Alfred Baker of the New York City Police Department's Emergency Service Unit, on the growing problem of dealing with the mentally ill. (1:2)

Meese laments CJ's public-relations failings

Law enforcement's needs and concerns are not very well understood by the public, Attorney General Edwin Meese 3d told the National Law Enforcement



Burden's Beat

Ordway P. Burden

ment Council at its April meeting. Within the law enforcement community, "we do a heck of a job communicating with ourselves," he said. "What we need, I think, is to go one step further and see how we can do a better job of communicating with the public."

"I am always surprised when I talk to a general public group," said Meese. "Whether it's a Kiwanis club, a trade association or whatever, how little people really know about what's going on in law enforcement — what the potential is and the importance of citizen cooperation with law enforcement."

In a wide-ranging review of the state of criminal justice, the Attorney General said that, for example, the public should be better informed about what is needed to combat the drug problem. He also suggested that if citizens knew more about legislation the Administration has proposed on such matters as the death penalty, habeas corpus and the exclusionary rule, there would be more support for it. "If we can get a public that is interested in some of these issues," he said, "and if they will write their Congressmen, there is no doubt in my mind that we can get a lot of things done."

Meese noted that the Justice Department is striving to improve communication with law enforcement. For one thing, he has established an Office of

Liaison Services, headed by an assistant attorney general, to give a point of contact for police agencies that need help. "That office is there to serve you and your organizations," he told the NLEC, which is made up of the leaders of 15 major law enforcement associations.

In addition, the Attorney General said he plans face-to-face meetings with police leaders. In June he is scheduled to meet with two groups of chiefs during a conference in Phoenix. "We will have a kind of roundtable for an hour or so and talk about what the problems of policing are and how we might be able to help," Meese said. Later he may meet with district attorneys' groups and leaders of organizations that represent the working police officer. "I would hope," he added, "that in the course of a year every one of your organizations could be in touch with us through one means or another so we can hear exactly what the problems are."

The Justice Department also wants to look to the future. "It's not just a matter of dealing with the state of the art," Meese said. "That's very important, but we also have to look at what the challenges will be five or ten years from now, because look how long it takes to get legislation through the Congress on computer crime or the recent amendments to the laws relating to electronic communications. It takes time to get ideas developed, to find out what all groups favor, and to get the legislation through."

He urged the NLEC members to share the projections of their planning and research divisions on trends in law enforcement. The Justice Department, he said, now has a research and development board to coordinate the work of the separate research arms of the Bureau of Justice Statistics, the National Institute of Justice, the Office of Justice Programs, the



The author and Attorney General Meese get set to face the National Law Enforcement Council.

FBI and other agencies within the department. The idea, he explained, is not only coordination but "looking at what the gaps are in research generally and finding out what's happening on the outside so that we can supplement and complement what's going on."

Turning to the Justice Department's priorities in crime control, the Attorney General said, "At the top is the whole problem of narcotics. I think we would all agree that if we had to pick out one problem that affects crime in the United States more than any other, it is narcotics. So we are now embarked, as you all know, on a major drug control program."

He said there is a misperception of the Administration's position on testing for drugs. "There's no desire to test every Federal employee for drugs," Meese said. "Rather, it's that drug testing is a useful tool under certain circumstances and can contribute to our real objective, which is drug-free workplaces. If we can elim-

this means of integrating the various Federal efforts is going to be increasingly important in the years ahead," the Attorney General said. "Part of this action is to make sure that the principal drug enforcement agencies in the field — primarily the DEA — are working with local law enforcement. I think we've made some great strides in cooperation."

In the past, the Attorney General said, the DEA has concentrated most of its efforts in communities where drug traffic is heaviest. "But," he said, "we learned in talking with local chiefs and sheriffs that narcotics are so widespread that there's virtually no place in the country where it isn't a problem. So DEA is redeploying some of its people to make sure that we have coverage in all parts of the country." The DEA and other Federal agencies, he added, "can act as catalysts with the state and local narcotics to form task forces and teams so that there will be a Federal presence to support and assist."

State and local agencies that take part in task force busts can collect big bucks through the department's asset forfeiture program, which allows the Government to seize the assets of convicted criminals and share the proceeds with local agencies. But there have been some long delays in paying out the money, and Meese pledged that the process will be speeded up. He is hopeful that for seizures worth less than \$100,000, payments will be made within 60 days. On the bigger cases, such as the recent seizure of a golf course that netted \$1.3

Continued on Page 7

Buffalo PD's overhaul ends up on shelf after Council rejection

Plans to reorganize the Buffalo, N.Y., Police Department have been shelved until at least the beginning of next year, Mayor Jimmy Griffen told Law Enforcement News recently, following the proposal's defeat in the Common Council by an 8-5 margin last month.

"The Police Commissioner [Ralph Degenhart] and I feel that the Council has not been dealing in good faith," Griffen said. "We had this plan, we've had public hearings on this plan and it was formulated by our own police department — not outside experts."

According to Capt. George Loncar, one of the proposal's developers, the department is "not pleased with the stalemate."

The proposal would have consolidated Buffalo's 14 police

precincts into 5 districts, each with its own headquarters. "The only cities which have more precincts than Buffalo," said Griffen, "are Los Angeles, New York City, Philadelphia and Chicago."

According to Insp. William J. Frawley, the plan would allow 46 officers now assigned to desk duty to return to the streets. Most officers on desk duty, he said, "got into the department to become policemen; they didn't think they would be relegated to desk and clerical duties."

In addition, the plan would have made 100 additional higher-ranking officers available on all three shifts. Currently, all captains work the day shift Monday through Friday. The proposal would have assigned four cap-

tains to each district where they would, in effect, become shift commanders responsible to the district inspector.

The department would have had to appoint two new inspectors in order to assign one to each of the five district headquarters.

"The police wanted this plan," said Mayor Griffen, "because it would put more captains on the street around the clock, seven-days-a-week. It would put more lieutenants on the street, there would be more supervision and we would put more policemen on the street."

"Our plan would take the policeman and the policewoman off the desk answering phone calls and doing clerical work and put report technicians in their place," Griffen said.

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In Stamford, every officer is EDP-trained

By Robert Panzarella

Like many other cities in recent years, Stamford, Conn., has had a few widely publicized incidents that involved police use of force against mentally ill persons who also happened to be members of minority groups. In the spring of 1986, Mayor Thom Serrani appointed a committee to examine the problems of police incidents involving the mentally ill. The committee was broad-based, including local mental health professionals, key members of the community, outside police experts and then Stamford Police Chief John T. Considine.

The committee met throughout the spring to consider the problem and explore possible solutions. The problem, of course, was related to the deinstitutionalization of older patients from mental health facilities and the decreasing reliance on institutionalization for new cases. The nearby state hospital seemed committed to even less hospitalization in the foreseeable future, so that the problems of managing mentally ill persons in the community seemed more likely to increase than to decrease.

The committee underscored the need for a civilian crisis intervention team to manage some incidents, especially repeat cases, and the need for a specialized emergency half-way shelter for some mentally ill persons.

But the committee saw a more pressing need to enhance the training of police officers to manage these incidents in the meantime, and to prepare police officers to work effectively with a civilian team that would sometimes assist in and sometimes take charge of situations where police are the first responders.

After examining the kinds of

situations in which police must manage the mentally ill, and the approaches used by various police departments throughout the United States, the committee proposed that every Stamford police officer be trained to manage such situations, rather than creating a specialized police unit.

With about 275 sworn officers in the Stamford Police Department, the cost of training every officer would easily be greater than the cost of creating a specialized unit, but it is most often a regular patrol officer who responds first to the scene of an incident, even in cities that have such specialized squads. And the most urgent situations are the ones that require immediate action; the civilian crisis intervention team would be more appropriate for non-urgent situations.

Stamford's Mayor and Police Commission acted promptly on the committee's recommendations, and training for all Stamford officers began in early October 1986. Officers were trained in groups of about 25 officers each, and between October and mid-December nearly every officer had been given two full days of training exclusively on the management of situations involving the mentally ill. All superior officers in the department, including Chief Considine, went through the full training program together with the officers. A final training group was scheduled this past February for officers who had missed any sessions.

There was some initial resistance to the program, because it followed incidents for which the police had been sharply criticized in the news media. That resistance was to fade quickly, for a number of

reasons.

Connecticut law requires several days of in-service training for all officers each year, so the officers view regular training as part of their professional lives. Although the training was conducted by outside trainers from John Jay College of Criminal Justice in New York, the program itself was organized by the Stamford Police Department's own training officers. They scheduled sessions with consideration for the officers' convenience, and avoided situations where an officer would be coming into training exhausted from a previous tour.

In addition, the presence of superior officers of all ranks side by side with the officers in the training groups made it clear that management was convinced of the critical need for the training. It also precluded a problem that has occurred in other departments, where officers are specially trained but are placed under the command of superiors who are untrained but must nonetheless assume responsibility for such incidents.

The Stamford program differed from the programs in other cities in several ways. There was a precise focus on managing situations involving the mentally ill. It was emphasized that situations involving mentally ill persons call for different tactics than other crises, such as domestic disputes, alcohol or drug situations or hostage situations. Instead of lumping together all kinds of crisis and all kinds of people who might be described vaguely as "emotionally disturbed persons," officers were trained to deal with mentally ill persons in terms of their particular ways of thinking, talking and reacting.

The Stamford training pro-

gram also emphasized the escalation process that occurs as situations unfold. Only about 6 percent of mentally ill persons have any history of violent incidents. Officers cannot do much about violence that occurs before they arrive at a scene. But in about 80 percent of situations where mentally ill persons do become violent, the violence occurs after the arrival of the police. Much of the violence seems to be panic, sometimes stemming from irrational delusions or from bad past experiences with police, and it is sometimes precipitated by the arrival of large numbers of police without sufficient coordination or supervision.

If a situation is described in inflated language (e.g., if a mentally ill person is referred to as a "psycho" or if an old woman who has locked her door from the inside is called a "barricaded subject"), then there tend to be inflated perceptions of danger, inflated excitement among responding police officers, and inflated tactics to deal with the situation. Often violence is in response to police attempts to move quickly to physically subdue the person and take him or her into custody. Part of the Stamford program involved videotaped interviews with mentally disturbed persons, which included their prior experiences with police. The training program emphasized tactics for bringing the total situation under control, calming the person, dealing with paranoid delusions, reducing the potential for panic, and keeping a maximum priority on safety.

One significant aspect of the Stamford program was the involvement of local mental health professionals in planning the program and in the

training sessions. Dr. Michael Saretsky, one of the psychiatrists who handle psychiatric emergencies in Stamford Hospital, participated in the training of every group of officers. Mutual understanding and cooperation between Stamford's police officers and mental health professionals increased greatly as they were exposed to one another's problems in dealing with the mentally ill on an emergency basis.

Since the training program began, Stamford police officers have had to manage a number of incidents involving mentally ill persons who were extremely menacing. All the incidents, including one involving a sword-wielding person in a Ninja costume who held hostages on their knees while reading the Bible to them, were handled without injuries. In the aftermath of the new training curriculum and the successful resolution of these critical incidents, the local press and mental health professionals have had high praise for Stamford's police officers.

The police officers themselves have also responded positively to the new training. Said John Lynch, president of the Stamford Police Association: "It's excellent, very comprehensive. It's definitely a step in the right direction. We have always maintained, the more training the better. It's a start, but I don't think there can ever be enough training."

Dr. Robert Panzarella is a psychologist and professor of police science at John Jay College of Criminal Justice. He developed the Stamford training program, and directed the development of the emergency psychology technician training program for the New York City Police Department.

LA buffers SWAT with mental-evaluation unit

Continued from Page 1

cludes instruction from PACT Training Inc., in which ESU officers participate in group discussions and structured improvisations which simulate real situations officers might encounter on the job.

"There is real emotional intensity," said PACT's associate director, Linda Early. "There is very high audience participation on a number of levels. They are really up there and doing it, feeling the emotions."

Trainers from PACT conducted detailed case studies of ESU incidents and participated in ride-alongs with Emergency Service squads, all in the interest in heightening the reality of the training scenarios.

The LAPD, on the other hand, eschewed additional training for

its SWAT team and instead set up an entire new unit.

Interagency Agreement

The Mental Evaluation Unit was set up two years ago as a result of a memorandum of agreement signed by many of the city's major agencies who had formed a Psychiatric Emergency Coordinating Committee in response to police handling of the two EDP incidents in 1984.

The memorandum "spells out the details and responsibilities of each agency," Decuir told LEN. "The police department, for its part, agreed to the establishment of a 24-hour-a-day, seven-day-a-week unit."

The still-active coordinating committee also includes the city attorney's office, the public defender, the office of parole, health services, office of mental

health and the fire department, among other agencies.

The MEU has 10 officers, some of whom have a formal education in the behavioral science field. "If you look at the American Bar Association standards on criminal justice and mental health," said Decuir, "it says the police department's job is one of transportation for the mentally ill. But obviously, by necessity, we have to be more than that."

The MEU is notified of all contacts police have with mentally ill or developmentally disabled persons in the city. The unit is available to give advice to patrol officers or the SWAT team both over the phone and in the field.

If an EDP is involved in a barricade situation, said Decuir, the first responding officer will call the MEU and explain what he

faces. The officer will explain if the SWAT team is needed and anything he knows about the subject.

'We Are the Experts'

"We will be looking for information on that person and going to the mental health system to see if they have anything," said Decuir. "If he calls up the SWAT hostage negotiation team, we will have already started the process of trying to identify whether he's been seen by the system or not so we can provide information. In this area, we are the experts."

Training for the unit was broken down into five phases: 36 hours of on-site orientation of all psychiatric emergency services and related programs; 48 hours of classroom-based group training in the history and philosophy of the state mental health system,

including an overview of resources and policies dealing with a multitude of areas such as assessment of mental status and police recognition; a practical experience in the mental health system, including ride-alongs with Psychiatric Emergency Teams (PET's); an additional 24 hours of classroom-based review and evaluation, and an ongoing collaboration between the unit and the Department of Mental Health with further training needs, problem consultation and collaborative research.

The unit is still in the fourth phase of the training, said Decuir, and probably will not complete it until July. But Decuir emphasized, "This unit is not here to do the job of mental health. I didn't

Continued on Page 7

Police stymied by confidentiality of EDP data

Continued from Page 6

want to make mental health experts out of these people."

Tailor-Made Training

As a result of its citywide contacts, MEU is starting to get information so detailed that a training session could be created which would deal specifically with what sort of EDP's officers are likely to see on their tours. "We're seeing age groups, locations, time, potential danger and medication," said Decuir. "The information is turning out to be invaluable and we're starting to develop a template to capture it more effectively and scientifically."

Officers are much more receptive to dealing with EDP's when they know what kinds of people to expect, Decuir noted. "The training is much more tailored to the given area the person is seeing. It is extremely beneficial and beneficial to mental health."

Since the MEU came into being, the four hours usually spent by two officers on an EDP call has been reduced to about 2.2 hours, Decuir said.

The LAPD's Behavioral Sciences Unit provides blocks of instruction as part of the crisis negotiation team training program. During the two and a half days of instruction, trainers and participants discuss the personality factors of emotionally disturbed people as well as different kinds of hostage takers and ways of dealing with them.

"Suggestibility techniques" are also taught, according to Dr. Martin Reiser, director of the Behavioral Sciences Unit. "That is a communication technique that could possibly influence people by suggesting certain kinds of things to them by indirect

messages such as: 'You must be wondering how this will all turn out,' or, 'Safety is here just a few steps away.'"

In Cincinnati, the training is an ongoing proposition, said Captain Menkhaus. "We train every member of the SWAT unit 8 hours a month and that covers everything dealing with this particular element." The department has an in-house psychologist who works extensively with the unit, instructing them "on all the ins and outs, telling them what to expect, how they may react and what some sorts of medication do." In addition, the SWAT unit studies the case histories of previous situations.

'It's Time to Rethink'

Menkhaus said the department is looking at a "whole host" of options including the legal questions surrounding "walkaways" from mental facilities and police options for bringing them back. "Do we need special warrants?" Menkhaus asked. "We have been operating on years and years and years of tradition. It's time to rethink the whole thing."

As with the police departments in Los Angeles and New York, the Cincinnati force is trying to interact more effectively with local mental health professionals.

Law enforcement and mental health often espouse competing and conflicting goals, according to a 1985 report on deadly force prepared by the New York State Division of Criminal Justice Services. While in an ideal world, the two groups would work together to assure appropriate response on both ends, the report noted that "the short-term, control-oriented needs of the police often conflict with the longer-term, treatment-oriented goals of the mental

health community."

The traditional relationship between the mental health and criminal justice systems is one marked by antagonism, said Detective Decuir. But, he added, "We are finding out that both systems can complement each other."

The police departments in Cincinnati, Los Angeles and New York are all engaged in their first attempts at working with mental health professionals to set up training programs and coordinate responses to crisis situations.

"We've had numerous cases where the mental health system was involved with someone and that person could not be dealt with effectively," said Decuir. "The criminal justice system in concert with the mental health system can do the job."

Traditional Philosophies

Mental health education and training are still very much based on "traditional treatment philosophies," noted Gerard Murphy, who wrote PERF's manual "Special Care: Improving the Police Response to the Mentally Disabled." Such traditional approaches include one-on-one counseling with someone who knows he has a problem and is willing to seek treatment. Beyond that, he said, mental health professionals get very little training in terms of emergency response to the mentally disabled.

"When someone is acting out and they are in a situation where they are suffering from an emotional or mental breakdown — their behavior has caused them to approach the borderline between criminal and non-criminal — the mental health community has not made that transition so that the mental health practitioners are

getting the training they would need to deal with mental health emergencies," Murphy said.

It is impractical, he points out, to think that police are going to shoulder those responsibilities which the mental health community has neglected.

In line with that notion, the Cincinnati Police Department is working to make the mental health system the first responder in EDP cases. "They have mobile crisis teams that could go out and track and deal with these people," noted Captain Menkhaus, "and they have psychologists, psychiatrists and specially trained mental health people who can hopefully deal with these people in crisis without calling in the police."

While the mental health community has been frank in saying it does not know if it could handle extremely violent patients, Menkhaus said that police would be there to back up mental health personnel if a situation proved to be beyond their capabilities.

Confidentiality Dilemma

But while interaction between the mental health community and law enforcement is improving, there are still obstacles to overcome, one of the most significant of which is the issue of confidentiality. In addition to keeping doctor/patient information privileged, mental health practitioners are not always on hand to give out information at the hours when it might be needed — at three o'clock on a Saturday morning, for instance.

"The mental health community is very, very reluctant to release information," said Menkhaus. "There have been a number of law cases throughout the country against mental health professionals where someone has been

killed as a result of not getting information."

The NYPD's Lieutenant Baker called the confidentiality issue "a logistical problem as well as an informational problem."

But while New York and Cincinnati seem to be struggling with the problem of confidential mental health information, Detective Decuir maintains that the LAPD has the problem licked.

Information that is not obtained as a result of treatment can be shared, Decuir noted, although it is not disseminated as other records are. "We share what we have with mental health as necessary," he added.

Procedural Changes

In the interest of keeping both police officers and EDP's unharmed, some procedural changes have evolved as well, along with projects that police would like to see implemented.

After the Bumpurs incident, New York City Police Commissioner Benjamin Ward set down tough new rules regarding the handling of EDP's. Among those regulations is one that mandates the presence of a supervisor at the scene of an Emergency Service call.

While the officer in the Bumpurs case was acquitted, the department drew criticism from the court for not taking enough time to explore its options, said Lieutenant Baker. Under the new rules, he noted, the duty captain is there to make sure "every possible alternative short of deadly force is used."

"There can be only one set of procedures and only one quarter back to do the job," said Baker.

Continued on Page 14

Meese outlines priorities for police council

Continued from Page 5

million, the delay will be longer because such cases have to go through the courts. Meese said the Justice Department has assigned specialists in each U.S. Attorney's office to expedite those cases. In addition, he has asked Federal district and circuit court judges to make judicial forfeiture cases a priority and move them up on the courts' calendars.

The Attorney General pointed to the recent successes in prosecuting organized crime, another top priority, and promised, "We're going to keep on going." In his view, the asset forfeiture program is a useful tool in battling organized crime as well as drugs. "If we can go after their assets, it's a lot harder for another member of the gang to pick up the leadership." Related to organized crime are economic crime and public corruption, Meese said, pointing out that those offenses are also high on the Justice Department list of priorities.

For several years terrorism has been a priority too, although the Attorney General noted that the United States has enjoyed a decrease in terrorist activity. ("Knock wood," he cautioned.) "We've made some changes in the way we approach terrorism," Meese said. "For one thing, it is now a diplomatic and political priority as well as a law enforcement priority." President Reagan and Secretary of State George Shultz will be conferring with their counterparts in Europe during the next few months. And, Meese noted, the Justice Department is working closely with the Ministers of Interior and Justice in the European Community nations to share intelligence and cooperate with police in those countries in dealing with terrorists and controlling their movements. "We want to make sure," Meese said, "that if a person is excluded from a European country as a potential terrorist, that we have that information so that our own Border Patrol and other agencies at our ports of en-

try can keep them out of the United States."

The Justice Department lists missing and exploited children as a priority as well, although Meese pointed out that in terms of numbers of cases, kids are a small part of the crime problem. The department is working closely with volunteer organizations and social agencies, Meese said. "One of the things we've been hoping to do is to provide easy resources for police to use" in dealing with missing and runaway kids, he explained. In many cases, they can't be held because they haven't committed a crime. "But you've got to do something with them or you know they're going to commit a crime or be involved in criminal activity," the Attorney General said. "That's why this is a priority."

The last of the Justice Department's main crime-control concerns, Meese said, is the prosecution of obscenity. It's another hard nut to crack, he pointed out, because "you can't police every adult book store and every

X-rated movie theater." The department's aim, he said, "is to get at the wholesale production and distribution of obscene materials. The law is actually much better than most people think," Meese continued. "The question now is applying and enforcing the law." To help with prosecutions, the Justice Department has established an Obscenity Prosecution Resource Center where prosecutors can get help. "A prosecutor in the smallest community with an obscenity case can call the center and get the information he needs," Meese said. The Justice Department also has experienced prosecutors that U.S. Attorneys can call upon for assistance in obscenity prosecutions.

Attorney General Meese's update on the state of criminal justice was his second appearance before the National Law Enforcement Council. The council is made up of leaders of the Airborne Law Enforcement Association, the Association of Federal In-

vestigators, the Federal Criminal Investigators Association, the FBI National Academy Associates, the Fraternal Order of Police, the International Association of Chiefs of Police, the International Narcotics Enforcement Officers Association Inc., the International Union of Police Associations, the Law Enforcement Assistance Foundation, the National Association of Police Organizations, the National District Attorneys Association, the National Sheriffs' Association, the National Troopers Coalition, the Society of Former Special Agents of the FBI, and the Victims Assistance Legal Organization.

Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Township, Westwood P.O., NJ 07675.

Lilly:

Gaps in research of electronic house arrest

By J. Robert Lilly

Over the last three years house arrest and the electronic monitoring of convicted criminals has spawned explosive interest in the general public and within criminal justice circles. We now have pilot projects, full-blown house-arrest programs, evaluation research and academics claiming that electronic surveillance represents a modern social movement. Indicative of this interest is the February 1 announcement by the National Institute of Justice (NIJ) that "In the two years since we first started looking at this new technology it has grown beyond the experimental stage into 45 established programs."

NIJ also announced it had launched an evaluation program to examine the reliability of the various monitoring technologies, and the extent to which this innovation enhances community protection. While these are very important questions for criminal justice, the NIJ research will not be very helpful. It will turn out to be untimely, but more importantly, it does not address the most serious question of all: Should a democratic society turn homes into cells?

On the problem of timeliness, consider the fact that while our prison population is increasing at an average rate of 1,000 per week, the Federal Government's latest available statistics on our correctional population are from 1985. This is typical of the results of Federally-funded research in criminal justice. The results are two years old as soon as they are

published. Furthermore, we now learn from the Department of Justice that if current crime rates continue, five out of six of today's 12-year-olds will be victims or intended victims of violent crimes during their lifetimes. Projections further indicate that half of these youths will be victimized more than once. Meanwhile, the projected Federal budget for crime prevention and drug education is due to be cut by hundreds of millions of dollars in 1988. In the face of such fiscal vagaries, evaluation research is not likely to lead to sound policies.

Consider further that the nationwide press attention given to house arrest and this new technology is far greater than recent NIJ reports have indicated. Now there is an average of one newspaper article per day in the United States on electronically monitoring offenders at home. This is an increase of more than 30 percent between September 1986 and February 1987.

The newspaper coverage is indicative of criminal justice responses to a number of serious problems. It also suggests that the reliability of some of the monitoring equipment is now more than satisfactory. Advances in the monitoring equipment industry are outstripping evaluation research. This point is buttressed by the fact that one monitoring equipment vendor was recently victimized by industrial espionage after its successful compliance with the FCC's required regulations, Parts 68 and 15. At least one vendor's equipment has advanced far

'NIJ's research agenda is not addressing the implications of turning homes into prisons.'

enough to have created a competitive window through which other vendors will have to step.

There is no reason to doubt that the equipment will work, that it is effective. Indeed, several correctional programs have recently contracted to buy more equipment because of its effectiveness and revenue value. And more than one vendor has gone public with its product. The producers of the equipment, along with non-Federal criminal justice systems, are not waiting for Federally-funded wait-and-see evaluation reports. Several states are considering or have already passed laws permitting house arrest and electronic monitoring.

This leads to the most serious problem with NIJ's research agenda: It is not addressing the implications of turning homes into prisons. This is another example of the age-old dilemma of waiting to see if the technology works before debating its value and merit. Unfortunately, the current evaluations of monitoring hardware are being conducted within a narrow framework constructed by concerns over "cost effectiveness," "mechanical reliability," "of-

fender fit to the system" and "recidivism rates." These issues are important for criminal justice planning and evaluation, but they pale in significance beside questions concerning how this technology will change the meaning of the self, the home, the family, privacy and our society in general.

It will mean that some of our government agencies — here the police, probation and parole agencies — have changed the definition of their professional roles. It means they have resorted to using faceless, non-feeling machines for 24-hour surveillance of people who are trying to reintegrate into society. It probably means that probation and parole officers will stop being "helping agents" and turn into "agents of surveillance." But do we want that?

Equally important are the symbolic messages conveyed to innocent family members when their night's rest is

Continued on Page 15

J. Robert Lilly is professor of criminology at Northern Kentucky University and treasurer of the American Society of Criminology.

Letters

Bias-crime bravos

To the editor:

I read with great interest the issues of Law Enforcement News which contained your in-depth series on bias-related violence. The articles are excellent.

The extensive research that you conducted in preparing these articles is reflected in their content and insight. I think the articles make important reading for any individuals or groups that are discussing bias-related violence and effective ways of coping with the problem. I am particularly pleased that a publication dedicated to the complex issues of law enforcement decided to devote the staff time and resources to this important topic.

I shall be sharing all three of your articles with other members of the New York Governor's Task Force on Bias-Related Violence. Your work will greatly assist our current endeavors.

DAVID M. WERTHEIMER
Executive Director
New York City Gay and Lesbian
Anti-Violence Project

To the editor:

I have just received copies of Law Enforcement News and the articles on bias crime are excellent. You have targeted both the successes and the problems that are facing law enforcement in this area.

INSP. KENNETH J. CAREY
Coordinator of Bias Incident
Investigations
Nassau County, N.Y. Police Department

Arresting error

To the editor:

In the March 10, 1987, issue of Law Enforcement News, you published a survey of 176 police departments which lists each department's policy of handling domestic violence cases. The Fort Wayne Police Department was erroneously listed under "Officer Discretion" (those departments with no preferred policy). In fact, our department has had a preferred policy of arrest since 1982. Our training outline for new recruits also stresses arrest as preferred policy in domestic violence cases and our Victim Assistance Program specifically targets domestic violence victims for special attention.

The Fort Wayne Police Department considers domestic violence to be a crime and a serious problem in our society. We wish to clarify the information you apparently received through someone who was not up to date on our policies.

PATRICIA B. SMALLWOOD
Director, Victim Assistance
Fort Wayne, Ind., Police Department

The ethics of NLP

To the editor:

I write to share my uneasiness about your cover story of March 10, 1987, "You Can't Hide Your Lyin' Eyes." I am concerned that what was reported in the article will be taken as an accurate representation of what Neuro-Linguistic Programming is, and that people may conclude that Chief Rhoads' use of this tool

is appropriate as well as ethical. As well, I am uneasy that the readership of LEN will acquire a distorted and misrepresented explanation of NLP and misunderstand the benefits of a powerful and versatile tool.

One of the outstanding characteristics of the use of NLP is an ability to build rapport among people. I am the co-founder and executive director of People Against Sexual Abuse Inc. Teams of men and women, known as prevention advocates, provide work and activity shops, assisting people in reducing the risk of being sexually abused, victimized and/or exploited. NLP is one of many tools we use to assist people in becoming comfortable with their own discomfort in discussing sexual abuse. We build rapport and trust with people to help them understand a thorny topic, provide techniques which help workshop participants be effective in their communications, and show workshop participants many ways that language is misused and abused.

I have no doubt that Chief Rhoads achieves the type of results he does. However, his application raises some serious questions — questions such as:

¶ Is it appropriate to use a tool, created for therapeutic use, to build powerful trust and rapport with a person, on a totally nonverbal level, penetrating every conscious and unconscious defense an individual has, to gain a confession?

¶ Does the State of Illinois have a com-

mitment to the healing of offenders and are they prepared to close up, in a therapeutic sense, what they have unzipped?

¶ What safeguards are being instituted to make sure that Chief Rhoads' application and use of NLP is not or will not be misused or abused?

Before writing this letter I spoke briefly with Dr. Roger Solomon, who has worked with Chief Rhoads and was quoted in the March 10 article. I know Dr. Solomon from his work with critical incident interventions for law enforcement personnel, which was reported in LEN several years ago. When I first spoke with him then, he cautioned me: "Be careful. Don't forget that NLP is a powerful rapport-building tool. Always remember that it is a tool." When I talked with him about this March 10 article, he repeated himself.

I suggest two metaphors for people thinking of employing Chief Rhoads' methods. One, just as there is a Surgeon General's warning on cigarette packs, remember that the use of NLP as an interrogative tool can be powerful and harmful. Two, surgeons' knives can be used for surgery but they can also be used for killing, so remember that tools have many applications.

KATHY DEE ZASLOFF
Executive Director
People Against Sexual Abuse Inc.
Brooklyn, N.Y.

In any number of parts of this country these days, the word "humanism" is spoken in cautious whispers, if at all. Not so in Hampton, Va., where humanism is a byword for the philosophy and style of the police department. And that philosophy and style are best personified in the chief of that agency, Pat G. Minetti.

There's nothing in Minetti's background that would necessarily give away his humanistic tendencies. He hails originally from the solid working-class area of New Castle, Pa. He has spent his entire professional career of 32 years in Hampton, a city of 128,000 in the Tidewater area of Virginia. He's a member of the Hampton Roads Bowling Association's Hall of Fame. His rich baritone voice is as likely to break into song as it is to dish out orders. But make no mistake about it: Pat Minetti wants cops who are humanistic, compassionate, sensitive — in short, people-lovers.

Like the officers he seeks for his department, Minetti's humanistic streak may simply be innate. Of course, along the course of his career his sensitivity has been burnished by first-rate education, not the least of which was an intensive one-year master's degree program at Harvard University's Kennedy School of Government.

He went there on a scholarship from the Police Executive Research Forum in 1979, along with a New York deputy inspector and an Orlando lieutenant, and Minetti views that experience as a virtual catharsis. He studied as hard as he ever had before, burning the candle at both ends and sometimes in the middle as well. The reward was a master's in public administration and, to his delight, selection as class marshal at the 1980 commencement exercises.

Minetti is quick to note that higher education serves principally to make a good cop better, and his own track record offers no exception to that maxim, except perhaps to say that in his case it made a good police chief better. One doesn't last 15 years as police chief of a healthy sized city merely by surviving or going with the flow. Minetti's philosophy and leadership by example, coupled with the energy and talent of his 200-or-so officers, brought the Integrated Criminal Apprehension Program (ICAP) to his fair city, resulted in a community that is as blanketed with neighborhood watch programs as any other, a department that has been as clean as a whistle for as long as anyone can remember, and a citizenry that appears eminently satisfied with the quality of the police service it receives. And as if outside recognition were needed to confirm what Minetti

already knew, Hampton was recently honored as the number-one crime-prevention city in the United States. That award only served to bolster Minetti's belief in the relationship between law enforcement and humanism.

Had it not been for an uncle in the Hampton Police Division, Minetti's talents might have been applied in the service of the Pennsylvania State Police. But fate will have its way, and for the past 15 years, as other police chiefs in the Tidewater area have come and gone, there have been no regrets on Minetti's part or, seemingly, on the part of the good people of Hampton. The benefits of Minetti's long, productive tenure may yet be felt long after he decides to hang up his police cap, particularly since most Hampton police officers have known no police chief other than Minetti, and no style other than the one he imparts. Minetti believes in remaining in a position only as long as one continues to be effective and productive, and maintains that once he reaches retirement age — in about two years — he'll be able to judge with pinpoint accuracy whether he's still making vital contributions to Hampton policing or is just going through the motions. Feel free to bet the mortgage on much more productivity and innovation to come. After all, there'll always be plenty of time for bawling later on.

'Without humanistic skills, you just cannot be a good police officer. Anyone who comes into public service and who really and truly doesn't care for people is on a suicide mission.'

Pat G. Minetti

Police Chief of Hampton, Va.



Law Enforcement News interview
by Peter Dodenboff

LAW ENFORCEMENT NEWS: A member of your department recently described your management style as "management by moving about." However you interpret that description, would you say it's a fair assessment of your approach?

MINETTI: I guess it's a fair assessment. I don't know if you're familiar with the book "In Search of Excellence," but there's a lot of things in there that pretty well describe how I manage. I'm a very active person, and I get around a lot. I think you need to do that. Of course I still have a department that's manageable in size; it's not overwhelming to the extent that I can't get down and talk with people at the different levels and spend some time daily in different sections just by walking around. That's what this "moving about" is all about.

LEN: Is there more in the way of specifics to that style, beyond simply circulating regularly?

MINETTI: We developed the organizational structure so that we can carry out all the policies and day-to-day

activities of the organization itself. But that doesn't mean we can't talk to people. I'm not a totally regimented manager; I like a lot of flexibility in there, more or less an open-door policy, where I can talk to people periodically as the situations occur. That's my style.

LEN: Would that include people outside the department as well as your personnel?

MINETTI: Inside and outside. I'm very community oriented, and I think it's very important. You set high standards in your police department, you raise the expectations of the community and then you have to put forth all that effort to try and satisfy both. I'm very image-conscious, and I think that a police officer needs to spend as much time in community activities as he does being a police officer. Those days of drawing a line between the community and the police are all gone. The police officer is the community and the community is the police, and I like to espouse that.

Nonbeliever in hierarchy

LEN: Does a management style based on moving about necessarily entail a lot of delegating responsibility and authority to your subordinates, or does it allow you to

retain direct control by being in so many places at once?

MINETTI: Probably a little bit of both. Certainly we delegate. Our department's a little different from most departments — I don't believe in all this hierarchy. We have almost a flat organization, where each top has its own bottom. It's broken out into five or six different sections, commanded by a service commander, and he or she is responsible for their respective sections. That's where the delegation comes into play.

LEN: That sounds like a rather uncommon approach to police organization...

MINETTI: I think it is. Most organizations are structured more or less like a hierarchy, where they have a direct chain of command with several deputy chiefs, et cetera. Ours can almost be looked at as being flat, at least for the time being. That's not to say it's not subject to change at a later date, but that's the way we've operated since I've been chief these past 15 years. I have five people reporting to me, and that enables me to have a pretty good pulse on the community and know pretty much what's going on. Again, there's a lot of delegation

Continued on Page 10

'I can't say enough about the quality of instruction at Harvard. They challenged us. I think their goal was to create a level of anxiety for us, and then have us surpass it.'

Continued from Page 9

that takes place. My people are very competent, they run their sections the way they're supposed to run them, and they don't hear from me too much as long as they're running things that way.

LEN: How much of this is an outgrowth of your M.P.A. studies at Harvard? Or, did those studies merely reinforce what you already believed about management?

MINETTI: It's not necessarily a direct outgrowth, but it did serve to reinforce it. I can't say enough about the quality of instruction at Harvard. They challenged us, and there was a lot of candle-burning just to keep up with the work. We didn't take one law enforcement course; it was all management courses. I tend to think their goal there was to create a level of anxiety for us, and then have us surpass it.

On a different level, one of the biggest problems I anticipated when I went to Harvard was that many of we chiefs think we can't leave our departments for a few minutes without worrying too much about things. And that holds true. But making that transition from a police chief to a full-time student was extremely difficult in the initial stages. It taught me a couple of things. If you have a well-structured department with good personnel, it can run, and it was quite a risk on my part and on the city's part. But we have a very young administration in this city and they believe in taking those risks, so my compliments to them, because without that I would never have had the opportunity. But making that transition was extremely difficult.

LEN: Was the transition back to police chief as difficult?

MINETTI: That's exactly what I was getting ready to say. Having come back, I would say it was even more so. Although I was happy coming home, I had to make the transition in reverse after having become a student. So yes, it was very difficult, but I was very grateful for having that opportunity and for that particular environment at Harvard. It was most rewarding because it taught me to be a little flexible, to get away from that totally autocratic concept that's oftentimes associated with police chiefs. There was an even more rewarding aspect to it when you think that back in the 60's, when we were having all the communication problems with the younger people, where the attitudes were very different and everything was very controversial, for a police officer even to go on to a college campus was quite a traumatic experience. But to have gone to Harvard in '79 and '80 and being recognized as a police officer, and then being elected class marshal, was one of the best experiences of my life. For more than one reason. I think it was a gigantic step forward for law enforcement. It showed, number one, that we could progress and progress well, and function in an academic environment such as Harvard presents. And I don't know of any segment of the criminal justice system that has improved itself over the last 15 years more so than law enforcement in that regard.

LEN: What exactly set you on the path to Harvard in the first place?

MINETTI: The opportunity came about as a result of

Gary Hayes, who during his tenure with the Police Executive Research Forum did as much if not more for modern policing as anybody I know. Gary, in his forethought and foresight, provided us with scholarships to go to Harvard and see if we could in fact break the ice, so to speak. I think I was the first police chief ever to go there while a police chief. And that only created additional pressure. We had to do well. Now the program is there and people are consistently going through there, but we can thank Gary Hayes and PERF for that opportunity.

The humanistic officer

LEN: Having not one but two master's degrees in hand, does that prompt you to be an active advocate of higher education for your officers?

MINETTI: I do. We started out years ago with the Law Enforcement Education Program, the LEEP funding, and all our officers began with that. Now we have a very high educational level in the department. I believe in leadership through example. If you want people to do things, then you have to set those kinds of examples and have them follow you. We have corporals in our department, for example, with master's degrees. But as far as that goes, all you can say about the academics is that helps make a better police officer out of a good one. I concentrate a great deal on humanistic skills; without humanistic skills you just cannot be a good police officer — or public servant, for that matter. Anyone who comes into public service and who really and truly doesn't care for people is on a suicide mission. The people are first and foremost in my book.



LEN: Can one actually teach humanistic skills, or is that something that you have to look for in the recruiting and selection phase?

MINETTI: It might be able to be taught. Obviously the best form is that which is innate. It comes back to your formative years, which are the most important years to a child for teaching values. During those formative years it's very important that you develop those kinds of values and learn how to relate to people and how to have a genuine concern for them. Years ago they used to ask the chiefs what they looked for in an individual when you're recruiting them, what kind of degree and so forth, whether it's police science or whatever. But I look at sociology and psychology and those kinds of degrees, because I really feel we must clearly separate education from training in law enforcement. If we attract the kind of people who have those skills I'm speaking of, those humanistic skills, we can teach them anything else they need to know. Humanistic skills are extremely difficult to teach, but perhaps they can be taught or massaged a little bit. But you still need to have that innate, basic foundation for them.

LEN: What would be among the training points that your department would try to make in terms of creating or developing a humanistic police officer? Are there specific curricular items that are built into your training programs?

MINETTI: We have a regional training academy here, so it has a broad application. What's taught regionally may vary somewhat as far as the peculiar styles they find when they go back to their respective organiza-

tions. I think you need a good, strong philosophical statement from the chief executive, and that has to be satisfied through reinforcement and reward throughout the organization. A philosophical statement is very important to any police chief in any organization, and I like to try to interview everybody that works for me, at some time or other. During that session, it's important to impress on them what your values are, what your expectations are and what the community's expectations are, and then go from there.

LEN: As far as you can tell, would that approach of personal contact with everyone in the department be feasible in a department of considerably larger size?

MINETTI: I think it would be, with a strong philosophical statement and having it reinforced, and having a good internal affairs unit. It may be a little more difficult in a different environment, because let's face it, most of us are products of our environment. The constituents in the community you have to serve in a larger, more complex environment may be different. But then again, their expectations are going to be different. If we strive so hard to set high standards and a good public image, through service and example, then your community's expectations are going to be pretty high. You have to satisfy those expectations. The community has a right to demand good service and a good image out of their police department. To give you a good example, we probably have, per capita, one of the largest neighborhood watch programs in the country. Almost 50 percent of our city consists of neighborhood watch. I know when I began the program some of my colleagues thought I

'If we strive hard to set high standards and a good public image, through service and example, then the community's expectations are going to be pretty high.'

was really jumping off the deep end to stand before a group of people and tell them to ask me anything they want to know about our city or our police department. But we meet now quarterly, and we have an annual neighborhood watch seminar, where we constantly and continuously interact with the members of the community, and I think that's very important.

LEN: Given the humanistic skills element and the fact of a regional training academy, would that mean that a department like yours would need, in addition to a philosophical statement, a strong component of field training for new officers?

MINETTI: Absolutely, because the philosophies are going to vary from one department to another; they're going to fluctuate. You have to deal with what you're comfortable with and what's caused you to be where you are now. The track record means a great deal, and setting good examples is a major part of it. Going back to what I said before about interviewing my people, the last thing I say to my people is that there's two areas I absolutely refuse to be compromised in. One is police brutality, and the other is for an officer to lie during the course of an internal investigation. I don't think there's any room whatsoever in law enforcement for those two things.

LEN: Once having made that statement to your officers in a one-on-one setting, does that tend to get the message across and abate any potential problems in that area?

MINETTI: I think it does, and the ones that don't get the message aren't here anymore.

LEN interview: Hampton's Pat Minetti

Moving in (quality) circles

LEN: To what extent is your management style a reflection of other elements, such as the personnel you have or the political climate of the city or department?

MINETTI: Well, having been here 32 years, we use a team approach in this city, and I think my style reflects that quite well because it's almost like we started out from one basic foundation and then we just build our team as we move along. We operate, and I personally operate with a lot of task forces internally, to help identify problems and provide alternative solutions to those problems. We have several task forces going on at the same time, we deal with quality circles, and this is an across-the-board application throughout the city government now.

LEN: Looking at the quality circles component, the Tidewater area has been at various times a hotbed of police research. As a general rule, where do the innovative ideas in your department come from — management, the rank and file, or perhaps a combination of groups?

MINETTI: It's a combination, and it's coming from many of the workshops we've attended during our careers. When the Federal Government was allocating funds for workshops, for seven consecutive years I made absolutely sure I had somebody in school somewhere in this country. From that we progressed and we developed new concepts, and some of the experiences of other departments were capitalized on. We brought those ideas back and modified them somewhat to meet our needs, and it's just a continuous thing.

LEN: Is there a formal mechanism for encouraging innovation, or is the quality circle the primary means to that end?

MINETTI: Well, prior to this quality circle, in '72 we had about 19 major problem-solving areas we dealt with, so that's how long ago we were using some form of quality circles. We called them "systems teams," and they were there for the same reason: we identify a problem and let the people themselves provide the solution. They're the ones that have to abide by the rules, they're the ones that have to work their way through these things, so who better to come up with solutions than them? Now we've gotten to the point where we're offering something in the police family that private industry offers, and that is employee-incentive awards. If an employee comes up with a way to save the city money, or comes up with various things that work within the realm of what we're trying to accomplish, we can actually provide them with a bonus or something similar as an employee-incentive award. So we've always had that kind of momentum that carries us forward in the area of progress and trying new things and running a few risks.

LEN: Is this similar to the problem-solving approach to policing, such as was tested in your neighbor city, Newport News?

MINETTI: Yeah, but they did theirs with the sociological aspect of it, the problems that were occurring in the field. We did this with internal things, how to improve upon our operations and our performance internally.

LEN: Any plans to expand that approach to external, street-oriented problems as well?

MINETTI: That's already in place; we encourage that as we go along. We have a very good crime-prevention unit, and this is one thing we really push. We do the residential surveys and commercial surveys, and we're very active in that respect. We make recommendations for buildings to harden the targets and reduce their vulnerability. In doing that, we're meeting people from every walk of life — there's even a church neighborhood watch, for example. We're trying to touch every component in our community to enhance the quality of life here, and constantly preaching that we're on the same team and there's no longer this division between police and community. We do a lot of community interaction and we actively solicit it.

LEN: Looking at the recent acclaim your department

got in the selection of Hampton as the number-one crime prevention city in the country, is this a recognition of past efforts or did the award's sponsors salute you for something more recent in the way of innovation?

MINETTI: It's a combination of both. There are approximately 23 different components that went into our getting this award, and it's all in our ability to cause the community to work together in a coordinated effort with the police toward crime prevention. It dates back ever since we originated, really. The last 14 or 15 years we've become very active in this regard, and each year we add another component.

Radical change

LEN: In terms of the earlier stages of your tenure as chief, how much of what was done then represented radical or revolutionary changes in the Hampton Police Department? Was the agency much more hide-bound then?

MINETTI: Oh, yes. I think the changes were extremely radical, but what's more exciting is that we didn't realize it. We were doing things that were just making headlines and we weren't even conscious of the fact that we were radical. We had that much flexibility built into our organization where we really tried to develop our people and took great pride in saying, "Let's try not to have to look outside our organization to do anything. Let's try to do everything in-house." This is where the education came into play, where all the workshops came

'I think that maybe a specialist is less generally capable of taking on more humanistic traits and interacting with people under any and every kind of circumstance.'

into play, and that's one thing I can say about the LEEP funding. It really has played a large role in developing members of the Hampton Police Department, especially the staff, because without that funding they would never have had the opportunity to attend these schools and colleges. I don't know of anything better that's happened to law enforcement.

LEN: From what you're saying, I take it you wouldn't object to something like LEEP being revived on the Federal level.

MINETTI: I sure wouldn't. I think it's badly needed, and I think education plays a great part in the performance and compassion and all those other things — although it's not the total ingredient. Certainly I'm satisfied that it makes a better police officer, or a better human being, out of a good one.

LEN: A fellow police chief remarked some time ago that a potential danger in a long tenure as a police chief is the likelihood that eventually a chief's changes or reforms will themselves be subject to change. Have you yet had to change or discard ideas or programs that you implemented earlier in your tenure?

MINETTI: Not to any great extent. There may have been one or two. That's the essence of this whole business of police chiefing, of being a police chief. We have to keep abreast of change, and I firmly believe if you have a program that you cannot measure, then you in fact have not done it. Times change, and you need to measure the impact of what you're doing. If you reach a point where a particular change agent needs to be modified or even eliminated, then you need to do that. That's where your goals and objectives and internal evaluations come into play. You have to measure everything you're doing. With the economic crises over the years, and the cutback management, there just isn't enough resources to have these desirable items all the time. So it's a reflection on your management style if you don't build in those kinds of programs that will in fact measure what you're doing.

LEN: How about one of the biggest efforts you undertook — the ICAP program. Are components of that effort still active within the Hampton Police Department?

MINETTI: They are. The ones that are in place and probably will never change are crime analysis and quality control. They're very important in any organization, not only police. Quality control is always important. There's call-stacking, tele-serve — answering 25 or 30 percent of our complaints over the telephone. This is working smarter, and it's saving a lot of resources. We have the smallest percentage of our city budget of any police department in the Commonwealth, and a lot of these ICAP programs have caused that to happen. They may change five years from now, and we may have to look at them again. But we're constantly evaluating what we do and that's what's important.

LEN: Does the evaluation of programs and policies generally entail input and feedback from the community?

MINETTI: No question about it. We run community surveys every year — as a matter of fact, I have my internal affairs officer doing random surveys of people who've received traffic summonses or who are victims of crime, as to how they were served and how they viewed police service under their particular set of circumstances. We try to be as objective as we possibly can, and we're very sincere with these surveys.

LEN: In that vein, it's almost a universal practice for departments to recognize and reward officers for exemplary crime-fighting activities, but not nearly as common for them to recognize and reward officers for

exemplary performance in service-related capacities. . .

MINETTI: I'm glad you mentioned that. Effective probably next week, we're going to have a civilian and an officer of the quarter, and we'll reward just those things you're talking about — performance, appearance, attitude, all those components. The recognition could be one of many things, and it may vary from individual to individual. There can be a monetary reward, maybe their own parking space for three months, time off, we'll post their pictures in the lobby, those kinds of things, and I feel it'll really and truly enhance performance. Then they also get recognition periodically through our newsletter, which comes out once a month.

LEN: So you'd agree that it's altogether too uncommon for this kind of thing to be recognized?

MINETTI: Yes, I think it is in some organizations. But you need that; you need to reinforce good performance. We also do it with our citizens, when they participate in an unusual act out there to support the police department, or something that enhances the quality of life in the community. We'll recognize them at our annual banquet with certificates of appreciation and that type of thing.

The human element

LEN: You've previously described the organizational structure of ICAP as "not complex," and noted that the complexity is due to human factors and the need to guide an organization toward stated goals. Would that same idea hold true in regard to policing in general?

MINETTI: It does ultimately, but you've got to make a distinction in the transition we've made. Years ago, we had so much specialization where police officers were concerned. The fact that we've graduated into them being generalists now also affords us the opportunity to introduce a little more humanism into what they're doing. I tend to think that maybe a specialist is less generally capable of taking on more humanistic traits and interacting with people under any and every kind of circumstance. ICAP has probably contributed to law enforcement the fact that officers do more things under more conditions and different circumstances, which makes them more flexible people. And in order to be a

Continued on Page 12

Minetti: 'Our society is pretty forgiving'

Continued from Page 11

flexible person you have to learn compassion, you have to learn all these other things that you don't need as a specialist or a technician.

LEN: People in policing often talk of "serving the community" or "fulfilling community expectations," yet very often the policy-making reaches of law enforcement are insulated against community input. At the bottom line, when you look at police and the community, which is the cart and which is the horse? Who's leading whom?

MINETTI: Quite honestly I think the police need to police a community according to what the community's expectations are. This is why we've gone to all these radios and we're giving the officers a little more latitude to get out and interact with people more often. They've got to get out from behind that steering wheel. Of course it's not economically feasible for us to have the beat cop throughout the city any longer; we all know that. But with the portable radio systems which most departments now have, it's very important for those officers in their respective districts, and for the command officers on their respective shifts, to get out in that community and get the pulse of that community and interact with those people on a daily basis.

LEN: Do your officers generally work consistently in one neighborhood, so that the community or a particular block can feel that they have a personal liaison to their police department through this officer?

MINETTI: Absolutely. We're on the fixed shifts, and I have our officers meet regularly with their block captains and neighborhood watch coordinators. The police officers themselves do the residential surveys, and they give talks to various civic groups within their respective districts. It's absolutely imperative that they get to learn key people in their community if they're going to serve them the way they need to be served.

When these officers go into the community and spend time on their feet interacting, and they have a high visibility and good, close relationships with members of that community, the citizens have to feel safer. Every bit of feedback we get tells us that. What our goal here is can be wrapped up in one sentence: The essential element in an ideal community is when those who are unaffected by crime become as indignant about crime as those who have been affected by it. That's what we're trying to do by reaching out and getting out there and getting the community to share our problems with us. After all, the police are the community — I think Robert Peel said that — and the community are the police. The only difference is that we get paid for performing those duties that are incumbent upon every other member of the community. It's important for every law enforcement officer to remember that and to impress it upon the community.

LEN: Have those close ties to the community paid off in any tangible sort of way — I guess crime rates would be the first indicator that would come to mind...

MINETTI: The only way I could answer that is to cite the kind of support or the absence of conflict between the police and the community over the last 15 years. I think we have the best police-community relations of anyone in the country. I don't get excited about crimes being reported, because the more crimes that are reported, the more active my people are in the community. I want people to report crimes; we ask them to report crimes. So I don't try to measure the effectiveness of the police department by whether the crime rate went up or down. I am concerned with major violent crimes and stranger-to-stranger crimes, but people who report crimes are active, and we pride ourselves on having a very active neighborhood watch program. The fact that they do and have demonstrated satisfaction with police services is important to me, and that should be an ultimate goal of every police administrator. It should be if it isn't already.

Drugs are everywhere

LEN: You're actively involved in a number of committees and councils that are dealing with substance abuse. What's your personal assessment of how serious a drug problem the Tidewater area faces?

MINETTI: The problem is everywhere. For me to say that there's no drug problem in Tidewater or Hampton Roads would be absolutely ludicrous. It's something that's touched every life and every part of our society, from the lowest socioeconomic level to the very highest. That's what necessitated these various task forces that we're now working so very hard on.

LEN: Does your proximity to a major East Coast naval and shipping installation add to the problem at all?

MINETTI: I think so. Potentially it only serves to exacerbate it. There's no way of telling until you've made the apprehensions and detections, but common sense tells me that the coast is extremely vulnerable.

LEN: How about within your department's own ranks? Have you as yet detected any substance abuse problems there?

MINETTI: No, we've been pretty fortunate. We have a rule and regulation where we can have our employees tested if there is probable cause. So far we've been pretty lucky, and it hasn't surfaced as yet. We've never arrested anybody for the use of narcotics, or detected it. But I don't want to be so naive as to think that it can't happen here.

LEN: Strictly from the standpoint of abuse potential, and leaving aside the criminality issue, do police officers face as great a threat from drugs as they already do from alcohol?

MINETTI: Wow. That would probably vary from individual to individual. I think the difference is that, while alcohol is a drug, you can sit down and have a drink without having a drunk on your hands. The fallacy

MINETTI: I think everybody knows that, although again, it depends on the organization. But to answer the question, yes, it's a painful dilemma for me to have to terminate any of my people, because we try to develop a lot of trust in an organization, and sometimes you put a great deal of confidence and trust in your employees and things don't turn out right. We police chiefs are also human beings; I never take any pleasure in terminating anybody. The only exception would be if a police officer commits a cut-and-dried criminal act. In that case I wouldn't think of termination; I'd be thinking of incarceration.

LEN: Your department would seem to have avoided any major taint of scandal during your tenure. Can any of that be attributed to the management style you've tried to imprint on the agency?

MINETTI: I certainly hope so, because I think by and large the peer pressure pretty well takes care of the kinds of things we're talking about.

LEN: In many departments, the peer pressure seems to lean the other way, where officers are encouraged never to rat on a brother officer...

MINETTI: I don't think that exists in Hampton. The kind of people we have in our department would waste no time bringing things to the proper authorities if they suspected anybody of any criminal activity. I don't want to sound like everything's fine in Hampton, but we have a Fraternal Order of Police and also a union, and I can honestly say that I can't remember when either organization would support a bad cop. And that's to their credit.

LEN: Let's look at the rather extraordinary length of

'The essential element in a community is when those who are unaffected by crime become as indignant about crime as those who have been affected by it.'

of the alcohol thing is telling people not to drink; what they really should be focusing on is not to get drunk. You can't say that about drugs; when you ingest drugs, you have no idea what the results are going to be. It depends upon what your metabolism is at that particular time, and somehow I just don't see the comparison between the effects of both, unless you just adamantly abuse the alcohol, or you don't have that control over the ingestion of drugs period.

LEN: So is it safe to say that criminality is the cutting edge that separates drugs from alcohol when it comes to police and substance abuse.

MINETTI: I think that'll do it. Again, it will also depend on the behavior of the individual. People have different problems, but now you see all these athletes becoming involved with drugs, and these guys have anything and everything they want, so you can no longer say that it's just the lower socioeconomic level. It doesn't really have anything to do with stress or poverty or those kinds of things. It touches everybody in our society for different reasons.

LEN: In a hypothetical sense, given a police officer's oath to uphold and enforce the law, is there any way that a department can handle a cop who's using drugs, or who fails a drug test, short of dismissing that officer?

MINETTI: I don't mean to sound callous about this, but if I catch an officer using hard drugs I would have to terminate him. I don't see any compromise there. It's probably a philosophical difference between organizations, and I guess you have to take into consideration all the circumstances, but under our present system, if they're using drugs, especially in an on-duty capacity, they're terminated.

LEN: Would that fit the definition of a "painful dilemma" for a police chief, or is it pretty cut and dried, that if you use drugs there's no alternative but dismissal?

your tenure as chief in Hampton for a moment. As far as you can tell, what's the key to lasting 15 years as police chief in a major city?

MINETTI: Oh boy. I think all a police chief can hope to do is to achieve a degree of balance between his manager or mayor, the people in his department and the members of the community. You can't expect to do any more than that, and the only way you can do that is by being the same type of person day in and day out. You have to develop a great deal of trust among these three areas we're speaking of. You don't always have to be right, but you have to be honest, you have to have integrity, you have to be truthful, and then you do those things that you think are the right thing to do. If you establish that kind of an atmosphere within your community and you do make a mistake on occasion, I'll think you'll find that our society is pretty forgiving if the person is doing what they really and truly think is right. But the most important ingredient a police chief executive can have is integrity and honesty with people in the community, and empathy and compassion. You have to have all those things; you have to be a compassionate person. A lot of people think that to be a police officer you have to be so calloused that you can't show compassion to the people you're dealing with. I don't think that's true. Not at all.

Coming up in Law Enforcement News

**Spouse abuse, burglary,
police standards,
the weather and ice hockey:
an interview with
Chief Eli Miletich
of Duluth, Minn.**

Criminal Justice Library

We read and review:

J. Edgar Hoover, folk-hero & manipulator

Secrecy and Power: The Life of J. Edgar Hoover.
By Richard Gid Powers.
New York, N.Y.: The Free Press,
a division of Macmillan Inc.,
1987.
624 pp.

By Hugh J. B. Cassidy
Professor
Criminal Justice Studies
Adelphi University
Garden City, N.Y.

To many people, J. Edgar Hoover was a folk-hero, a real-life John Wayne. To others, he was a devious, cunning, despicable manipulator of power and people.

In a remarkable book about a remarkable American, Richard Gid Powers makes the case for both folk-hero and manipulator. Through the pages of "Secrecy and Power," Hoover emerges as a zealot for himself and "his F.B.I."

Hoover was born in Washington, D.C., on Jan. 1, 1895. His mother, Annie Scheitlin Hoover, was also born in the capital, in 1861, as was his father, Dickson N. Hoover, in 1857. But Hoover's Washington roots do not stop there. His great-grandfather, John Thomas Hoover, was a stonemason who worked on the construction of the Capitol.

Washington was J. Edgar Hoover's town for generations, from before his birth in the closing years of the 19th century to his death in 1972. In retrospect, after reading Powers' book, Hoover may be seen as a 19th-century Puritan.

Even Hoover's schooling was Washington-based. He graduated from George Washington University Law School with a bachelor of law degree in 1916, and the following year earned a master's degree in law from the same school.

Hoover's long career as a Federal employee began as a messenger with the Library of Congress — a job he took while attending George Washington



Hoover and President Johnson in 1965.

Wide World Photo

University at night. He passed the bar exam on July 3, 1917 and on July 26 he joined the U.S. Department of Justice in the Alien Enemy Bureau. It was just about the time that Lenin and the Communists took power in Russia, and thus began Hoover's personal life-long battle against Communism.

On May 10, 1924, Hoover was appointed acting director of the Justice Department's Bureau of Investigation — an appointment that, curiously, was endorsed by Roger Baldwin, the head of the American Civil Liberties Union, and by other members of the ACLU. The Bureau of Investigation, established by President

Theodore Roosevelt in 1908, would become the FBI under Hoover.

Hoover's life-long personal friend, Clyde Tolson, joined the Bureau in 1928; the two became inseparable friends and housemates. Tolson became Hoover's assistant director in 1931, and held that post until Hoover's death more than four decades later.

In nearly 50 years as "The Director," Hoover served under eight Presidents, from the Coolidge years of Prohibition and the Roaring Twenties to the Red Scare and McCarthyism under President Eisenhower to the end of the Vietnam era and the pre-

Watergate period under President Nixon. He lived his entire life within view of the Capitol and the White House.

In the process, Hoover developed dossiers on all the Presidents' men and their ladies, as well as all of the politicians in and out of the halls of Congress. He had the ability to turn gossip into intelligence-gathering. At the same time, however, he made the FBI famous worldwide. His FBI developed and maintained the Uniform Crime Reporting System, and one of the finest fingerprint compilations and crime laboratories in the world. Scientifically, his FBI was superb.

In the end, domination of law enforcement people was to be his downfall. Everything was done his way, or else. He broke those who disagreed with him. Hoover became not just the Director, but "The Dictator." He was the law, despite the fact that he served under 16 Attorneys General of the United States. His power was virtually unchecked.

One former New York police commissioner, in a book written some 10 years ago, observed that he and others "who have chosen

to devote our lives to law enforcement... possess the dubious distinction of having had to live silently with the truth about this monstrosity. Our silence was advisable (if not wholly commendable) because of Hoover... the unquestioned Rasputin of American law enforcement..."

One can agree that the failure of police leaders to speak out against Hoover was "not wholly commendable." Hoover's strength lay in preying on the weakness and timidity of others. It is only since Hoover's death that many law enforcement leaders and political figures have "come out of the closet" with their views.

Powers' book covers all of Hoover's life in a full and detailed fashion. His 13 chapters run fluidly through 500 pages, followed by comprehensive footnotes which themselves take up 100 pages.

We have here the best book to date on Hoover, one that is as well researched as it is well written. "Secrecy and Power" is an outstanding book, worthy of attention by those in law enforcement as well as by those who are not. It earns the highest recommendation.

Police Ethics: Hard Choices in Law Enforcement

Edited by
William C. Heffernan
and
Timothy Stroup

"This book is a major contribution to the body of information about police ethics. The issues raised in these essays are ones which the police must address with as much knowledge and reflection as possible."

— Patrick V. Murphy

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Hardcover: \$21.95

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Available from The John Jay Press, 444 West 56th Street, New York, New York 10019. (212) 489-3592.

A new look at police deviance: flawed, but still worth a thorough read

Police Deviance.
Thomas Barker and David L.
Carter, eds.
Cincinnati, Ohio: Pilgrimage
Publishing, 1986.
377 pp.

By Hal Nees
Division Chief
Boulder, Colo.,
Police Department

"Police Deviance" is a book about when officers and departments go wrong and step outside what society expects and accepts from its police officers and agencies. The book, a reader with a variety of articles, is academic in

its orientation, but that does not mean that law enforcement officers, supervisors and managers would fail to benefit by reading it.

Barker and Carter's book is organized into four general chapters, on the themes of police corruption, police misconduct, abuse of authority and controlling police deviance. Along with several articles by the editors, the book includes articles by Allen Sapp, Peter K. Manning, Jerome H. Skolnick, Lawrence W. Sherman, Mark Blumberg, Herman Goldstein, Herbert Biegel, along with copies of reports from various commissions.

One of the more interesting sec-

tions includes a report from the Dade County grand jury on the use of deadly force by officers in that county. One gets the sense that the members of the grand jury did not have a full understanding of the nature of law enforcement, in that they appear to have compared apples and oranges to some extent. When the grand jurors compared the ages of officers involved in the use of deadly force with the average age of all officers, their conclusion was that younger officers use deadly force more frequently. They apparently failed to exclude commissioned members who are

Continued on Page 14

Police Chief. The City of Santa Ana, Calif., a dynamic city of 225,000, is seeking an experienced police executive to lead and manage its police department in the continuation of nationally recognized community-oriented policing programs. The Santa Ana Police Department has been a leader in the development of police excellence in an urban setting.

The ideal candidate will have a track record of police leadership that has resulted in innovative and competent police service delivery in an urban environment, and be highly knowledgeable about community-oriented policing issues and concerns. The position requires graduation from an approved college or university with a bachelor's degree in public administration, police science, criminology or related field (an M.P.A. is desirable) and at least 10 years of progressively responsible law enforcement experience, including at least five years in a management capacity.

Current salary for the position is \$5,005 to \$7,070 per month plus an outstanding benefit and retirement package. Applicants must submit a resume and personal statement as outlined in the information package available from the city.

For further information, contact: The City of Santa Ana, Human Resources Department, P.O. Box 1988, Santa Ana, CA 92702. (714) 647-5340. Closing date is June 5, 1987.

State Trooper. The Michigan State Police is accepting applications for the position of State Trooper I. Applicants must be U.S. citizens and Michigan residents for one year prior to taking the written exam. Applicants must also possess a valid Michigan driver's license and be of good moral character (no felony convictions).

Other qualifications include: age between 21 and 36; height proportionate to weight; vision 20/50 correctable to 20/20; possess high school diploma or the equivalent.

All applicants must take a comprehensive written exam and six-event agility test. Other testing includes a physical exam and oral interview.

Starting salary is \$9.58 per hour, increasing to \$12.17 per hour after one year. Benefits in-

clude life, health, dental and optical insurance; 13 days paid vacation; 11 paid holidays; overtime pay for court time and holidays; uniforms furnished by department.

For more details, contact: Special Programs Section Office, Michigan State Police, 714 South Harrison Road, East Lansing, MI 48823.

Police Officers. The Largo, Fla., Police Department is accepting applications on a continuous basis. The 105-member police department serves a Gulf Coast community of approximately 65,000 residents.

Applicants must be U.S. citizens of good moral character with no felony convictions involving moral turpitude. In addition, applicants must be at least 19 years old, in excellent health, with weight proportionate to height and vision not worse than 20/50 uncorrected. Applicants must have at least 45 college credit hours (60 hours as of Oct. 1, 1987).

Pre-employment screening includes written exam, physical agility test, physical exam, polygraph, psychological evaluation, oral interview and extensive background investigation.

Starting salary is \$18,012 per year, plus educational incentive

pay and excellent fringe benefits.

For more information, write or call: David L. Deskins, Professional Standards Officer, Largo Police Department, 100 E. Bay Drive, Largo, FL 33540. (813) 586-2666.

Deputy Sheriff. The Monroe County Sheriff's Department in Key West, Fla., is recruiting for the position of Deputy Sheriff. Responsibilities are to provide law enforcement and related services to Monroe County. Contact the Human Resources Division at (305) 292-7044 for more information. Currently state certified individuals preferred. EEOC/Affirmative Action.

Editor/Copywriter. SEARCH Group Inc., the national consortium for justice information and statistics, is seeking a well-rounded communications professional with superior writing, editing and production skills.

Successful candidate will help plan, write and edit a national news magazine and corporate letter, as well as a variety of informational and promotional materials. Applicants should have a bachelor's degree in an appropriate field and experience in writing, publications or advertising work. Knowledge of the criminal justice system and desktop publishing experience with Apple Macintosh is desirable. Salary is commensurate with qualifications and experience.

To apply, send a resume and a

writing sample to: Judith Ryder, Manager, Corporate Communications, SEARCH Group Inc., 925 Secret River Drive, Suite H, Sacramento, CA 95831. (916) 392-2550.

Correctional Administrator. The Anoka County, Minn., Sheriff's Office is accepting applications for a future opening of a correctional administrator position. Successful candidate will develop and implement policies, using extensive knowledge of the correctional system and state jail standards, and will provide staff with training to operate a safe and secure facility for inmates and staff alike.

Applicants must have a bachelor's or master's degree from an accredited university in public administration, criminal justice, law enforcement, social work, psychology, sociology or a

related field, and three to five years of work experience in correctional program management or administration of state, Federal or local correctional institution. Other training and related work experience will be evaluated for relevance to this position.

Salary is \$2,237 to \$2,671 per month depending upon qualifications. Excellent benefits included.

To apply, submit an Anoka County Application for Employment (no resumes accepted) to the Anoka County Personnel Department. Obtain application by calling (612) 421-4760, ext. 1840. Deadline for submissions is 4:30 P.M., Monday, June 1, 1987.

Place your next job announcement in *Law Enforcement News* and you'll reach the best pool of candidates anywhere.

Police rethink training and tactics for handling EDP's

Continued from Page 7

"That is the upside of the regulation."

The downside, he explained, is that the supervisor is not an ESU officer but still "calls the shots" for the officers who will ultimately expose themselves to danger in order to get the person safely into custody. "What the academicians don't really understand, and the police hierarchy don't believe 100 percent is that many of the cases involve a hand-to-hand combat situation," said Baker.

"We're the people who have to use all the tricks and gadgets and gimmicks to get this person out, and here we are with this person who doesn't have the wherewithal to understand our mission."

Duty captains, he said, need to be more aware of the problems of the mentally ill and ESU, just as

ESU officers must be made to understand that this is the way the structure now works.

Violent EDP File

Baker has his sights set on a project that could help ESU officers considerably if it is perfected and implemented. The Violent Emotionally Disturbed Person (VEDP) file would document some of the activities of EDP's who are particularly dangerous. "If we came across an address or name, we could access that information and find out what the behavior patterns are like," he said. "We get many repeaters because of the size of the mentally ill community."

The key, he said, would be to have the information available in the dispatch system. "When an address showed up, the dispatcher could say, 'Hold it — VEDP who uses a firearm.'"

Book Reviews: Academic look at police deviance

Continued from Page 13

in administrative assignments and thus invalidated their conclusions.

I did finish the book with the sense that something was missing. The authors did not include any articles about deviating from established departmental policy and procedures. The inclusion of a study of officer deviance from the policy and procedures of an agency would have been interesting and appropriate for the book, and would have made a good book better.

The issue of deviance is clearly an important one in law enforcement, since numerous articles have been written and commissions formed to examine the issues of corruption and deviance. This book is about an issue larger than just corruption, and deals

with not just illegal activity but with issues such as fairness and equity in treatment and enforcement. Clearly the issues of the use of deadly force and illegal activity are important, but we must explore and discuss the problems of fairness and equity since we in law enforcement are so vulnerable to complaints of inequitable or unfair treatment.

The book is certainly applicable in a classroom setting, and that is where I would recommend it be used. This is not a slight of the book. It is worth reading, but it is somewhat academic in its structure in that the book is a reader. I do believe that the book would be valuable for a chief executive officer in that it would remind the CEO of the problems of corruption that he or she must face in a police department.

POLICE PLANNER/ANALYST

Town of Chapel Hill, N.C. Pop. 36,000; major university community. Evaluate Police Department operations & services, develop procedures to enhance effectiveness, plan for meeting future needs. Involves statistical analysis, research projections & planning. Requires demonstrated ability equivalent to: knowledge of mini/micro computers; research methodology, and police/municipal operations; good communication skills; related BA/BS (preference for MA). Start \$23,100 - \$28,078. Excellent benefits include 15 vacation days, 12 sick, 11 holidays, full insurances, retirement plans. Must receive application/resume by June 10: Personnel-P, 306 N. Columbia, Chapel Hill, NC 27514. EOE/AA.

POLICE CHIEF

The Town of Braintree, Massachusetts (a residential/industrial community approximately 12 miles south of Boston) is seeking a community-oriented individual with at least 10 years progressively responsible experience in law enforcement, including a minimum of 5 years in an administrative or command position. The successful candidate must possess a working knowledge of the collective bargaining process, demonstrated management/leadership skills. A bachelor's degree from an accredited college is required; a master's degree or advanced training in law enforcement management is preferred. Excellent benefits and salary range: \$48,000 - \$56,000. Send a one-page cover letter summarizing your professional accomplishments and a resume, including salary history, by 6/30/87 to: IACP, Executive Search/Braintree, P.O. Box 6010, 13 Firstfield Road, Gaithersburg, MD 20878. EOE/AA

FACULTY POSITION/CRIMINAL JUSTICE INSTRUCTOR

The Community College of Philadelphia invites applications for an anticipated tenure-track faculty position in the College's Justice Curriculum beginning September 1987. The following are highly desired criteria: (1) doctorate in Criminal Justice or related field is preferred, but not required; (2) evidence of quality instruction with non-traditional student population and interest in curriculum development around community needs; (3) generalist with teaching strength around intervention strategies in criminal justice; (4) background in Corrections, and (5) active commitment to teaching, advising, and service. Interested candidates should send letters of application, curriculum vita, graduate transcripts and names and telephone numbers of three references by May 29, 1987, to:

Faculty Hiring Committee
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Upcoming Events

JULY

20-21. **Improvised Explosive Devices & Booby Traps.** Presented by Executech Corporation, Advanced Training Programs Division. To be held in Mentor, Ohio. Fee: \$175.

20-21. **Contemporary Terrorism.** Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$350.

20-22. **Progressive Patrol Administration.** Presented by the International Association of Chiefs of Police. To be held in Las Vegas.

20-22. **The Management Tree: An Innovative Approach to Police Executive Development.** Presented by the Southwestern Law Enforcement Institute. To be held in Las Vegas. Fee: \$295 (SLEI members); \$395 (non-members).

20-23. **Thirteenth International Forum on Traffic Records Systems.** Presented by the National Safety Council. To be held in Williamsburg, Va. Fee: \$100 (\$130 at door).

20-24. **Police Budget Workshop.** Presented by the Institute of Police Technology & Management. Fee: \$350.

20-24. **Vehicle Dynamics.** Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$350.

20-24. **Crime Prevention Through Environmental Design.** Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$325.

20-24. **Strategic Reaction Team Training I.** Presented by the Pan Am Institute of Public Service. To be held in Gainesville, Ga. Fee: \$425.

20-24. **Drug Unit Commander Seminar.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$350.

20-24. **Narcotics Investigation.** Presented by the Traffic Institute. Fee: \$400.

21-23. **Managing the Criminal Investigation Function.** Presented by the International Association of Chiefs of Police. To be held in Washington, D.C.

27-28. **Corporate Aircraft Security.** Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$350.

27-28. **Dealing with Problem Employees.** Presented by the International Association of Chiefs of Police. To be held in Nashville.

27-29. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in Seattle. Fee: \$450.

27-Aug. 7. **Firearms Instructor Certification Program.** Presented by the International Association of Chiefs of Police. To be held in Chicago.

28-30. **DUI Standardized Field Sobriety Testing.** Presented by the Institute of Police Technology & Management. To be held in Weeki Wachee, Fla. Fee: \$200.

28-31. **Police Internal Affairs.** Presented by the Institute of Police Technology & Management. To be held in Nashville, Tenn. Fee: \$325.

29-30. **Physical Security.** Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$350.

AUGUST

3-4. **Contemporary Terrorism.** Presented by Richard W. Kobetz & Associates Ltd. To be held in West Point, N.Y. Fee: \$350.

3-5. **Managing DWI Enforcement Programs.** Presented by the International Association of Chiefs of Police. To be held in San Diego.

3-7. **Tactical Drug Enforcement Techniques.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$475.

3-7. **Command Post Operations.** Presented by the Pan Am Institute of Public Service. To be held in Gainesville, Ga. Fee: \$425.

3-7. **Administering a DWI Program.** Presented by the Institute of Police Technology & Management. Fee: \$325.

5-6. **Chemical Munitions & Riot Agents.** Presented by Executech Corporation, Advanced Training Programs Division. To be held in Mentor, Ohio. Fee: \$225.

5-6. **Hostage Negotiations.** Presented by Richard W. Kobetz & Associates Ltd. To be held in West Point, N.Y. Fee: \$350.

6-7. **Defense Against Electronic Eavesdropping.** Presented by Ross Engineering Inc.

To be held in Philadelphia. Fee: \$450 (in advance), \$500 (at door), \$525 (government voucher).

6-7. **Investigation of Seatbelt/Child Restraint Injuries.** Presented by the Institute of Police Technology & Management. Fee: \$200.

8-Nov. 8. **78th Administrative Officers Course.** Presented by the Southern Police Institute. To be held in Louisville, Ky. Fee: \$1,200.

10-11. **Investigative Technology.** Presented by Richard W. Kobetz & Associates Ltd. To be held in Denver. Fee: \$350.

10-11. **Inspection of Commercial Vehicles in Accidents.** Presented by the Institute of Police Technology & Management. Fee: \$250.

10-12. **Developing First Line Supervisory Skills.** Presented by the International Association of Chiefs of Police. To be held in Daytona Beach, Fla.

10-14. **Marine Patrol Techniques.** Presented by the Pan Am Institute of Public Service. Fee: \$485.

10-14. **Investigation of Commercial Vehicle Accidents.** Presented by the Institute of Police Technology & Management. Fee: \$325.

17-18. **Advanced Weaponry.** Presented by the Pan Am Institute of Public Service. Fee: \$265.

17-19. **Street Survival II.** Presented by Calibre Press. To be held in Newark, N.J. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).

17-19. **Introduction to Law Enforcement Planning & Research Methods.** Presented by the International Association of Chiefs of Police. To be held in Daytona Beach, Fla.

17-19. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates Inc. To be held in San Francisco. Fee: \$450.

17-19. **Investigation of Motorcycle Accidents.** Presented by the Institute of Police Technology & Management. Fee: \$295.

17-19. **Vehicle Theft Investigation & Prevention.** Presented by the International

Association of Chiefs of Police. To be held in Orlando, Fla.

17-21. **Defensive Tactics Instructor's Course.** Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$245.

17-21. **Security Management.** Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$400.

17-21. **Narcotic Identification & Investigation.** Presented by the Institute of Police Technology & Management. Fee: \$350.

17-21. **Florida Prosecutors & Investigators Conference.** Presented by the Organized Crime Institute, Florida Department of Law Enforcement. To be held in Tallahassee. Fee: \$300 (Florida residents only).

17-21. **Major Event Security.** Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$325.

17-21. **Photography in Traffic Accident Investigation.** Presented by the Institute of Police Technology & Management. Fee: \$350.

19-21. **Recognition & Investigation of Child Abuse.** Presented by the Criminal Justice Center Police Academy, Sam Houston State University. Fee: \$175.

23-28. **Two-Session Conference. International Drug Trafficking and International Terrorism.** Presented by the University of Illinois-Chicago, Office of International Criminal Justice. To be held in Chicago. Fee: \$300 (either session individually); \$500 (both sessions).

24-26. **Managing the Law Enforcement Training Function.** Presented by the International Association of Chiefs of Police. To be held in Chicago.

24-26. **Terrorism: Understanding & Reacting to the Threat.** Presented by the National Crime Prevention Institute. Fee: \$250.

24-28. **Police Executive Development Workshop.** Presented by the Institute of Police Technology & Management. Fee: \$350.

24-Sept. 4. **First Line Supervision for Police & Correction Officers.** Presented by the Institute of Police Technology & Management. Fee: \$475.

26-28. **Street Survival II.** Presented by Calibre Press. To be held in Carmel, Calif. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).

26-28. **Officer Survival.** Presented by the Pan Am Institute of Public Service. Fee: \$195.

31-Sept. 4. **Microcomputer Workshop for Traffic Supervisors.** Presented by the Institute of Police Technology & Management. Fee: \$475.

31-Sept. 4. **Interviews & Interrogation.** Presented by the Institute of Police Technology & Management. Fee: \$375.

SEPTEMBER

1-4. **Forensic Science Technology.** Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$400.

3-June 18, 1988. **Police Administration Training Program.** Presented by the Traffic Institute. Tuition: \$6,000.

7-11. **Police Traffic Radar Instructor Training.** Presented by the Traffic Institute. Fee: \$400.

7-18. **At-Scene Accident Investigation.** Presented by the Traffic Institute. Fee: \$550.

9-11. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in New York. Fee: \$450.

9-11. **Media Responses for the Police Chief.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$295.

10-11. **Advanced Handgun Combat Shooting.** Presented by the Pan Am Institute of Public Service. To be held in Gainesville, Ga. Fee: \$175.

10-11. **Use of Force: In Defense of Officers & Agencies.** Presented by Criminal Justice Consulting Services. To be held in Denver. Fee: \$250.

11-13. **Workshop for Recently Appointed**

Chiefs. Part I. Presented by the International Association of Chiefs of Police. To be held in Las Vegas.

14-15. **Law Enforcement Dispatcher Training.** Presented by the International Association of Chiefs of Police. To be held in Washington, D.C.

14-17. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in Chicago. Fee: \$500.

14-18. **Selective Patrol Drug Enforcement.** Presented by the Institute of Police Technology & Management. Fee: \$375.

14-18. **Basic Hostage Negotiation.** Presented by the Traffic Institute. Fee: \$400.

14-18. **Strategic Reaction Team Training I.** Presented by the Pan Am Institute of Public Service. Fee: \$425.

14-18. **Crime Scene Technician Seminar.** Presented by the Institute of Police Technology & Management. To be held in St. Augustine, Fla. Fee: \$350.

14-18. **Investigative & Forensic Hypnosis.** Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$495.

14-25. **At-Scene Traffic Accident/Traffic Homicide Investigation.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$475.

14-25. **Supervising a Selective Traffic Law Enforcement Program.** Presented by the Institute of Police Technology & Management. Fee: \$495.

15-16. **Defense Against Electronic Eavesdropping.** Presented by Ross Engineering Inc. To be held in New York. Fee: \$525 (by government voucher); \$500 (at door), \$450 (in advance).

Forum: Privacy and house arrest square off

Continued from Page 8

disturbed by agents of the state knocking on the door or calling to see if a beloved family member is at home. This may convey a sense of security, but it is not likely to convey a sense of justice or a sense of respect for the government. One thing is certain: Errant citizens, together with their families and probably their neighbors, will redefine the criminal justice system as an unwanted intruder who visits under the cover of night.

What does this mean for privacy? At a time when technology affords unprecedented opportunities for losing privacy through endless surveillance and testing, it means our social fabric has been fundamentally changed. It means our homes have been turned into cells for the guilty as well as the innocent.

There should be no doubt we are past Orwell's "1984." After all, he said Big Brother would only watch those who mattered; all others would be too concerned with drugs and propaganda to worry about. Now it is possible to watch everyone. Our concern about prison jewelry should include its larger implications lest it turns out to be another fatal remedy. Just because we can turn homes into prisons does not mean we should.

For further information...

Broward County Organized Crime Centre, P.O. Box 2505, Fort Lauderdale, FL 33303. (305) 564-0833.

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062.

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. (216) 368-3308.

Commission on Accreditation for Law Enforcement Agencies, 4242B Chain Bridge Road, Fairfax, VA 22030. (703) 352-4225.

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. (212) 247-1600.

Criminal Justice Center Police Academy, Sam Houston State University, Box 2296, Huntsville, TX 77341.

Criminal Justice Consulting Services, 7938 Southeast Highway 40, Tecumseh, KS 66542. (913) 379-5130.

Criminal Justice & Public Safety Training Center, 3055 Brighton-Henrietta Town Line Road, Rochester, NY 14623-2790. (716) 427-7710.

Criminal Justice Training and Education Center, Attn: Ms. Jeanne L. Klein, 2025 Arlington Avenue, Toledo, OH 43609. (419) 382-5665.

Eastern Kentucky University, Training Resource Center, 105 Stratton Building, Richmond, KY 40475. (606) 622-1155.

Executech Corporation, Advanced Training Programs Division, 7510 Tyler Blvd., Mentor, OH 44060-5404. (216) 942-7350.

Florida Crime Prevention Training Institute, Florida Attorney General's Of-

fice, The Capitol, Tallahassee, FL 32399-1050. (904) 487-3712.

Florida Department of Law Enforcement, Organized Crime Institute, P.O. Box 1489, Tallahassee, FL 32302. (904) 488-1340.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. S., Jacksonville, FL 32216.

International Association of Chiefs of Police, 13 Firstfield Road, Gaithersburg, MD 20878. (301) 948-0922, (800) 638-4085.

Kent State Police Training Academy, Stockdale Safety Building, Kent, OH 44242. (216) 672-3070.

Narcotic Enforcement Officers Association, P.O. Box 999, Darien, CT 06820. (203) 655-2906.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.

National Safety Council, Attn: Ted E. Dudzik, Traffic Safety Specialist, 444 North Michigan Avenue, Chicago, IL 60611. (312) 527-4800.

National Training Center of Polygraph Science, 200 West 57th Street, Suite 1400, New York, NY 10019. (212) 755-5241.

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157.

Pan Am Institute of Public Service, 601 Broad Street, S.E., Gainesville, GA

30501. 1-800-235-4723 (out of state); 1-800-633-6681 (in Georgia).

Police Executive Development Institute (POLEXI), The Pennsylvania State University, S159 Human Development Building, University Park, PA 16802. (814) 863-0262.

Police Foundation, Police Liability Assistance Network, Attn: Sheila Bodner, 1001 22nd Street N.W., Washington, D.C. 20037. (202) 833-1460.

John E. Reid & Associates, 250 South Wacker Drive, Suite 1100, Chicago, IL 60606. (312) 876-1600.

Richard W. Kobetz and Associates, North Mountain Pines Training Center, Arcadia Manor, Route Two, Box 100, Berryville, VA 22611. (703) 955-1128 (24-hour desk).

Ross Engineering Inc., 7906 Hope Valley Court, Adamstown, MD 21710. (301) 831-8400.

Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292. (502) 588-6561.

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080. (214) 690-2370.

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204.

University of Colorado at Denver, Law Enforcement Executive Program, Attn: George Hagevik, Program Director, 1100 14th Street, Campus Box 133, Denver CO 80202. (303) 556-4840.

University of Miami, School of Continuing Studies, P.O. Box 248005, Coral Gables, FL 33124. (305) 284-4000.

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The crazy world of policing:

Sometimes it takes a few well-publicized incidents to force police agencies into changing policies and procedures. More than a few cities are learning the truth of that when it comes to handling cases involving mentally-disturbed individuals. Find out how four cities have revised training and tactics to assure that firearms remain a last resort in these high-tension situations, **on Page 1.**

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